



Open Spaces, City Gardens & West Ham Park Committee

Date: WEDNESDAY, 25 APRIL 2012

Time: 11.30 am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy Stella Currie
Alexander Deane
Alderman Gordon Haines
Alderman Robert Hall
Dr Peter Hardwick
Alderman Ian Luder
Sheriff Wendy Mead
Barbara Newman
Deputy Janet Owen
Jeremy Simons
Deputy Michael Welbank

For West Ham Park Business:
Elected by the heirs-at-law of the late John Gurney:-
Catherine Bickmore
Robert Cazenove
Richard Gurney
Justin Meath-Baker

The Rev. Stennett Kirby – nominated by the benefice of West Ham Park
Charlotte Evans – nominated by the London Borough of Newham
Councillor Joy Laguda – nominated by the London Borough of Newham

Observers: Verderer Peter Adams - Observer Nominated by the Epping Forest &
Commons Committee
Tony Ghilchik - Observer Nominated by the Hampstead Heath,
Highgate Woods, and Queen's Park Committee

Enquiries: Edward Foale
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Lunch will be served in the Guildhall Club at 1pm

Chris Duffield
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**
3. **ORDERS OF THE COURT OF COMMON COUNCIL**
Orders of the Court of Common Council, 19 April 2012 (copy attached):-
 - (i) appointing the Committee;
 - (ii) approving the Committee's Terms of Reference.

For Information
(Pages 1 - 2)

4. **ELECTION OF CHAIRMAN**
To elect a Chairman pursuant to Standing Order 29.

For Decision

5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman pursuant to Standing Order 30.

For Decision

6. **MINUTES**
To agree the public minutes and summary of the meeting held on 6 February 2012 (copy attached).

For Decision
(Pages 3 - 10)

Part A - West Ham Park

7. **SUPERINTENDENT'S UPDATE**
The Superintendent of City Gardens & West Ham Park to be heard.

For Information

8. **WEST HAM PARK MANAGEMENT PLAN 2012-17 - FINAL**
Report of the Director of Open Spaces (copy attached, Management Plan circulated separately).

For Decision
(Pages 11 - 18)

9. **WEST HAM PARK NURSERY BUSINESS PLAN: PROGRESS REPORT 2011-2012**
Report of the Director of Open Spaces (copy attached).

For Decision
(Pages 19 - 36)

Part B - Open Spaces

10. **CITY CORPORATION RISK MANAGEMENT HANDBOOK**
Report of the Chamberlain (copy attached).
For Information
(Pages 37 - 40)
11. **OPEN SPACES DEPARTMENT BUSINESS PLAN 2012- 2015**
Report of the Director of Open Spaces (copy attached).
For Decision
(Pages 41 - 108)
12. **CONSULTATION ON THE IMPLEMENTATION OF AMENDMENTS TO THE RESERVOIRS ACT 1975**
Report of the City Surveyor (copy attached).
For Decision
(Pages 109 - 112)
13. **TREE STRATEGY SUPPLEMENTARY PLANNING DOCUMENT: ADOPTION**
Report of the City Planning Officer (copy attached).
For Decision
(Pages 113 - 142)
14. **TREE DISEASE - MANAGEMENT**
Presentation from the Director of Open Spaces (copy attached).
For Information
(Pages 143 - 150)
15. **DROUGHT ORDER**
The Superintendent to be heard.

Part C - City Gardens

16. **COMMITTEE APPOINTMENT:**
To appoint one representative to serve on the Streets & Walkways Sub Committee for 2012/13.
For Decision
17. **SUPERINTENDENT'S UPDATE**
The Superintendent of West Ham Park & City Gardens to be heard.
For Information
18. **CITY GARDENS MANAGEMENT PLAN 2011-16**
Report of the Director of Open Spaces (copy attached).
For Decision
(Pages 151 - 314)
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

20. URGENT ITEMS

Part 2 - Non-Public Agenda

21. EXCLUSION OF THE PUBLIC

MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act as follows:-

<u>Item No.</u>	<u>Paragraphs in Schedule 12A</u>
22	3
23 & 24	-

22. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 6 February 2012 (copy attached).

For Decision
(Pages 315 - 316)

23. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

24. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

Agenda Item 3

WOOTTON, Mayor

RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2012, doth hereby appoint the following Committee until the first meeting of the Court in April, 2013.

OPEN SPACES, CITY GARDENS & WEST HAM PARK COMMITTEE

1. Constitution

A Non-Ward Committee consisting of,

- eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the following ex-officio Members for the consideration of all business other than that relating to West Ham Park:-
 - the Chairman and Deputy Chairman of the Epping Forest & Commons Committee
 - the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee
- plus the following for the consideration of business relating to West Ham Park only:-
 - four representatives nominated by the Heirs-at-Law of the late John Gurney
 - one representative nominated by the Parish of West Ham
 - two representatives nominated by the London Borough of Newham

The above arrangements ensure that business relating to West Ham Park is conducted in accordance with the requirements of the conveyance ie. the managing body for the Park must comprise eight Members elected by the Court of Common Council together with the seven external representatives referred to above.

2. Quorum

The quorum consists of any five Members.

3. Membership 2012/13

- 2 (2) Dr. Peter Bernard Hardwick, Q.H.P., *for two years*
- 2 (2) Janet Owen, M.B.E., Deputy, *for two years*
- 2 (2) Benjamin Robert Hadley Hall, Alderman, *for three years*
- 2 (2) Ian David Luder, B.Sc.(Econ.), Alderman, *for three years*
- 2 (2) Wendy Mead, Deputy and Sheriff
- 2 (2) Michael Welbank, Deputy
- 2 (1) Joyce Carruthers Nash, O.B.E., Deputy
- 2 (1) Barbara Patricia Newman, C.B.E.

Together with the ex-officio Members referred to in paragraph 1 above and:-

Four representatives elected by the heirs-at-law of the late John Gurney:-

- Miss. C. Bickmore
- Mr. R. Cazenove
- Mr. R. Gurney
- Mr. S. J. F. Meath-Baker

One representative nominated by the incumbent or priest, for the time being, in charge of the present benefice of West Ham:-

- Revd. S. Kirby

Two representatives nominated by the London Borough of Newham

- Councillor J. Laguda
- Mrs. C. Evans

4. Terms of Reference

To be responsible for:-

Open Spaces

- (a) dealing with, or making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (eg. policy, financial and staffing) of the City of London Corporation's open spaces where such matters are not specifically the responsibility of another Committee;
- (b) the appointment of the Director of Open Spaces;

City Open Spaces

- (c) the management and day-to-day administration of the gardens, churchyards and open spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground;
 - (d) arrangements for the planting and maintenance of trees and other plants and shrubs in open spaces and in footpaths adjacent to highways in the City;
 - (e) advising on applications for planning permission relating in whole or in part to the gardens, churchyards or open spaces in the City under the control of the Common Council;
 - (f) the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property;
- West Ham Park**
- (g) the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of the conveyance of the Park by John Gurney, Esq., to the City of London Corporation dated 20th July 1874 and in accordance with the Licence in Mortmain dated 22nd May 1874 and the management of a Nursery.

Duffield

OPEN SPACES, CITY GARDENS AND WEST HAM PARK COMMITTEE

6 February 2012

MINUTES OF THE MEETING OF THE OPEN SPACES, CITY GARDENS AND WEST HAM PARK COMMITTEE HELD AT GUILDHALL, EC2 ON MONDAY, 6 FEBRUARY 2012 AT 11:30am.

Present

Alderman Robert Hall (Chairman)
Dr Peter Hardwick (Deputy
Chairman)
Alderman Ian Luder
Barbara Newman
Jeremy Simons
Deputy Michael Welbank

For West Ham Park Business

Justin Meath-Baker
Catherine Bickmore
Robert Cazenoe
Richard Gurney
Councillor Joy Laguda

Observers in attendance

Verderer Peter Adams
Tony Ghilchik

Officers:

Jacky Compton	- Town Clerk's Department
Esther Sumner	- Town Clerk's Department
Alison Elam	- Chamberlain's Department
Edward Wood	- Comptroller & City Solicitor's Department
Sue Ireland	- Director of Open Spaces
Denis Whelton	- Open Spaces Department
Martin Rodman	- Acting Superintendent of West Ham Park and City Gardens
Geraldine King	- West Ham Park Manager
Lucy Stowell-Smith	- Acting Manager, City Gardens
Patrick Hegarty	- Open Spaces Department
Roger Adams	- City Surveyors
Jon Averbs	- Department of Markets and Consumer Protection

1. APOLOGIES

Apologies for absence were received from Deputy Stella Currie, Alexander Deane, Alderman Gordon Haines, Sheriff Wendy Mead, Deputy Janet Owen and The Reverend Stennett Kirby.

The Chairman stated that he would write to Deputy Stella Currie on behalf of the Committee wishing her well after her recent operation.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were no declarations.

3. MINUTES

The public minutes and summary of the meeting held on 5 December 2011 were approved as a correct record.

MATTERS ARISING

Members Attendance – The observer for another Committee enquired as to whether it was possible for their names to be appended to the list of Members Present. The Chairman stated that this was not a problem and would ensure that it was added to the minutes for this meeting.

Schedule of Visits for 2012 – A Member, who had given his apologies at the last meeting, enquired as to why the date of the Epping Forest visit in November 2012 had changed from that previously advertised. The Chairman stated that this was because of the Lord Mayor's Show taking place on the same day.

Kennell Club – The Director stated that the City of London Corporation had been offered the Kennell Club Dog Local Authority Award 2012. She stated that unfortunately the Chairman was unable to attend the event but that the Superintendent of City Commons would attend in the Chairman's place.

Item 17 was considered at this point in the meeting.

17. GOVERNANCE ISSUES

The Committee received a report of the Town Clerk summarising the arrangements proposed, as a result of previous discussions. The Chairman added that the names of Observers would be added to the listing of Members on the Summons to the meeting.

A Member stated that, as well as having West Ham Park Business on the agenda, would it not be possible to have an item relating to Open Spaces Business on the agenda.

RECEIVED.

The Committee then considered Item 4.

WEST HAM PARK – PART A

4. SUPERINTENDENT'S UPDATE

The West Ham Park Manager provided an update to the Committee which included:-

Orchard Planting – The West Ham Park Manager stated that after receiving funding from City Bridge Trust, the planting of the Orchard would take place on Saturday 11 February 2012 between 12noon and 1pm.

Bore Hole – Members were informed that this was being installed shortly.

Friends and Gurney Day – The West Ham Park Manager stated that this year would mark the 200th Anniversary of the Gurney Family's residence at West Ham Park as well as the 300th Anniversary of the Dr Fothergill's Family residence. She stated that there would be a special event being held on 23 June 2012 at the Park and everyone was welcome to attend.

Lord Mayor's Visit – Members were informed that this would take place on Friday 15 June 2012.

Deed of Variation – The Superintendent stated that this was now complete after successful negotiations. This meant that the Nursery could now supply plants to outside bodies. The Superintendent confirmed that a contract had been signed with the Royal Parks.

5. WEST HAM PARK DRAFT MANAGEMENT PLAN

The Committee considered a report of the Superintendent setting out a summary of the draft West Ham Park Management Plan 2012-2017 for Member's consideration.

The Superintendent advised Members that the Plan would be circulated more widely in February, with staff consultation expected in March and that he would then report back to the Committee in April with the final Plan. A number of helpful comments were made by Members on aspects of the draft Plan, which were noted.

RESOLVED: That –

- i) Members approve the draft West Ham Park Management Plan (text only) for proposed consultation set out in the timetable in paragraph eight and that the plan be placed on the City of London website as a living draft until 25 March 2012; and
- ii) the outcome of consultation and final draft is reported to the April meeting for Committee approval.

6. SPORTS CHARGES FOR WEST HAM PARK 2012/13

The Committee considered a report of the Superintendent reviewing the charges for the sports facilities that are provided at West Ham Park and seeking approval for the proposed charges for 2012/13.

The Superintendent advised the Committee that unfortunately there was a page missing from the original report. The Town Clerk stated that he would recirculate, via email, the report to the Members after the meeting.

A Member questioned whether the current arrangement for agreeing charges as helpful to sports clubs and asked whether it would be better to agree charges a year in advance. The Director of Open Spaces reminded Members that sports charges were also set for other Open Space Committees and that she would consult with the Superintendents and Chamberlain about the advantages and disadvantages of changing arrangements for the future and would report back to a subsequent meeting.

RESOLVED: That the proposed changes for sports facilities in West Ham Park for 2012/13 be approved.

OPEN SPACES – PART B

7. QUARTER BUSINESS PLAN PROGRESS REPORT

The Committee considered a report of the Director of Open Spaces relative to the third quarter review of the Plan and progress on the key performance indicators and a summary of financial performance.

RESOLVED: That Members note the progress made in implementing the Business Plan and receive the report.

8. OPEN SPACES HEALTH AND SAFETY ANNUAL REPORT

The Committee considered a report of the Director of Open Spaces relative to the annual audit of Health and Safety (H&S) in the Open Spaces Department.

A Member enquired as to whether it would be possible to cover trends on an annual basis in future reports. The Director stated that this would be possible and agreed that it would be included in a future Annual Report.

RECEIVED.

Item 10 was considered at this point in the meeting.

10. CONSOLIDATED REVENUE AND CAPITAL BUDGETS – 2011/12 AND 2012/13

The Committee considered a joint report of the Chamberlain and the Director of Open Spaces updating the Committee on the latest approved revenue budget for 2011/12 and the proposed revenue budget for 2012/13.

RESOLVED: That the Members note the latest approved revenue and capital budgets for 2011/12 and the provisional revenue and capital budgets for 2012/13 as approved by the relevant Open Spaces Service Committees.

11. MANAGEMENT OF RISK

The Director of Open Spaces gave a presentation to the Committee on the Management of Risk across the Open Spaces.

The Director stated that some changes to RIDDOR would be coming into force from 6 April 2012, increasing the reporting period from 3 to 7 days.

She demonstrated that the number of incidents across Open Space sites had reduced over the last 3 years and also stated that for sickness levels, although there had been an increase in 2011, close management was reducing levels by the last quarter.

Members agreed that it would be helpful to include a KPI on incident reporting in the new Business Plan that would be presented to this Committee.

CITY GARDENS – PART C

Item 13 was considered at this point in the meeting.

13. NOISE STRATEGY REPORT

The Committee received a report of the Director of Markets and Consumer Protection regarding the City of London draft Noise Management Strategy for 2012 to 2016.

The Director stated that the Port Health and Environmental Services Committee had approve the report at their recent meeting.

RECEIVED.

12. SUPERINTENDENT'S UPDATE

The Superintendent was heard on the following:

Management Plan – The Superintendent stated that consultation on the Plan would close on 24 February and that it had be circulated to Libraries and Estate Offices.

Big Garden Bird Watch – This had been carried out on 28 and 29 January and that a reduced number of birds had been seen due to weather conditions.

Winter Works – Members were informed that Cheapside Tree planting had now been completed. They were also advised that St Pancras Church Yard was currently being renovated.

Occupy London – The Superintendent stated that they had now moved into an old school behind Bunhill Fields. He stated that extra security and staff were on site and that there had currently been no problems.

Waterproofing on Barbican – The Superintendent advised that to allow further investigation works to take place, the tiles and planting will be removed in March. He also stated that the City Gardens team will be lifting and replanting selected plants in Thomas More to improve the garden for residents.

Staff – The Superintendent stated that this would be Lucy's last meeting as she was leaving the City Gardens Department to go and work within the Hampstead Heath Department. He wished her well for the future.

Item 9 was considered at this point in the meeting.

9. QUEEN ELIZABETH II FIELDS CHALLENGE

The Committee considered a report of the Director of Open Spaces relative to dedicating Tower Hill Garden and the new garden at the former St Paul's Coach Park, which it is anticipated will be completed at the end of March 2012, as Queen Elizabeth II Fields through Deeds of Dedication registered with the Land Registry. The Director advised that the naming of the new garden was a matter for consultation involving a wide range of parties and she requested that due to time involved agreement to the final naming should be delegated to the Chairman and Deputy Chairman.

RESOLVED: That Members –

- i) approve the dedication of Tower Hill Garden and the garden under construction at St Paul's Coach Park as Queen Elizabeth II Fields; and
- ii) authorise the Comptroller and City Solicitor to enter into Deeds of Dedication for the Queen Elizabeth II Fields Challenge with the National Playing Fields Association, operating as Fields in Trust.

14. CROSSRAIL

The Superintendent updated the Members relating to Crossrail. The Superintendent stated that he had spoken to Crossrail and they had promised to pay for any refurbishment works that needed to be undertaken.

The Chairman enquired as to whether it was possible to include a visit to the site once all the work had been undertaken. The Superintendent stated he would look into this but couldn't see it being a problem.

15. SEETHING LANE GARDEN EC3 – HOTEL DEVELOPMENT

The Committee considered a report of the City Surveyor relative to a potential hotel development at Seething Lane Garden.

RESOLVED: That –

- i) Members note the proposed deed transaction between the City and Bullet Investments Limited which is to be the subject of a separate report for the approval of the Property Investment Board to the proposals to provide for construction of basement and superstructure accommodation on Seething Lane Garden and the taking of a co-terminus lease of the service road all without cost to the City;
- ii) approval is granted to deal with any necessary 3rd party documentation in order to achieve improvements to Trinity Square Garden and St Olaves Church Garden with authority delegated to the Comptroller and City Solicitor in conjunction with the Director of Open Spaces to settle terms without cost to the City and to undertake any necessary documentation; and
- iii) the final design and layout of the reinstated Seething Lane Garden when available is to be subject to the Committee's approval prior to implementation.

16. QUESTIONS

There were no questions.

17. URGENT ITEMS

This item was considered earlier in the meeting.

18. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act as follows:-

<u>Item No.</u>	<u>Paragraphs in Schedule 12A</u>
19	3
20 & 21	3

**SUMMARY OF MATTERS CONSIDERED WHILST
THE PUBLIC WERE EXCLUDED**

19. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 5 December 2011 were approved as a correct record.

20. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

21. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were no urgent items.

The meeting closed at 1.25pm

CHAIRMAN

Contact Officer: Jacky Compton
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e-mail: jacky.compton@cityoflondon.gov.uk

Agenda Item 8

Committee(s):	Date(s):	Item no.
Open Spaces, City Gardens and West Ham Park	25th April 2012	
Subject: West Ham Park Management Plan 2012-17 – final draft	Public	
Report of: Director of Open Spaces	For Decision	
<u>Summary</u>		
<p>This report sets out a summary of the comments received during the recent consultation process on the Management Plan (2012-2017) for West Ham Park. It provides an overview of the feedback received and how this has been incorporated (where appropriate) into the final draft document. Finally, this report seeks your approval to adopt the attached final draft document as the Management Plan for the next 5 years.</p>		
Recommendations		
It is recommended that		
(i) The attached draft Management Plan (2012-2017) for West Ham Park is adopted.		

Main Report

Background

1. The draft West Ham Park Management Plan sets out the vision, objectives and priorities for the management of West Ham Park. It brings together key actions from other strategic documents such as the Conservation Management Plan for the Park, outlining how they will be delivered.
2. Officers prepared a comprehensive document describing how the park is to be managed and outlined the key objective proposals for the next five years. On the 6th February 2012 Members approved the draft West Ham Park Management plan and agreed it for public consultation.
3. Consultation began in February 2012 and was completed in March 2012. A four page summary document was circulated to all individuals, Friends, Sports clubs, schools and organisations that have made contact with the Park office. The Plan summary was publicised on each of the Park notice boards and a 100 copies were made available from leaflet dispensers of which 85 copies were taken during the consultation period. The London Borough of Newham and other partners were consulted on the main document, and a consultation exercise was carried out with all members of staff from West Ham Park and the Nursery.

Current Position

4. In response to the Plan summaries, five responses were received by e-mail, two responses with comments highlighted on the draft plans and approximately twenty-five informal comments were made to site staff. In general, the comments received were very supportive of the Plan and endorsed the priorities set out in the project lists. Of particular interest to users were the refurbishment of the playground, upgrading of the toilet facilities, improvements to provision of exercise equipment and potential provision of a more permanent catering facility. The full range of comments is shown in Appendix 1.

Proposals

5. The purpose of the plan is to balance all of the priorities, policies and pressures that apply to the park and establish a timescale for putting the objectives into place. The production of this document allows the contribution that the park makes to the local community to be measured and progress against key objectives monitored by park visitors.
6. The vision for the management plan is: “to be the best urban Park in the country, leading by example with high horticultural and environmental standards, community involvement and provision of facilities for all”
7. To achieve this vision, it is important to work towards an agreed national standard for good practice in the management of parks. As a Green Flag Award winner since 1999, we have carefully considered their recommendations for a successful park and have adapted these to form our nine key service objectives:
 - i. Well managed
 - ii. Welcoming
 - iii. Safe and Secure
 - iv. Well maintained
 - v. Sustainable
 - vi. Addresses conservation and heritage
 - vii. Community involvement is encouraged
 - viii. Healthy and active
 - ix. Well marketed and promoted
8. Through working to these objectives, we aim not only to maintain our Green Flag status throughout the life of the Plan, but also to continue to be one of the highest scoring parks in this scheme.

9. As highlighted in the Plan, one of the key issues in delivering the major projects will be to source the required funding. Although efforts to increase income in the Park may help to counteract any future budget cuts, there remains a significant funding gap if we are to deliver major projects such as the playground, toilets and catering facility.

Corporate & Strategic Implications

10. The park supports the following City Together Strategy themes of The Heart of a World Class City which is:

- Competitive and promotes opportunity;
- Supports our communities;
- Protects, promotes and enhances our environment;
- Is vibrant and culturally rich

11. The park also supports all five strategic aims and objectives within the Open Spaces Department Business Plan:

- Quality
- Environment
- Promotion
- People
- Inclusion

12. The Plan now provides a clear document setting out a wide range of information on day to day operations, as well as policy guidance in key areas, and a clear vision for the Park for the next five years and beyond.

Financial Implications

13. No additional financial resources are required. The Management Plan prioritises actions ensuring the best use of available resources. The plan will also be a useful tool in securing external funding and support for the work that is carried out in the Park.

Conclusion

14. The completion and adoption of a comprehensive Management Plan for West Ham Park is an important milestone in the on-going development and improvement of the Park. Through the consultation process undertaken over the past three months, we are now confident that the plan is as representative as possible of the views of Park staff and visitors.

Background Papers:

- West Ham Park Management Plan 2012-17 Final Draft

Appendices

- Appendix 1: Consultation Comments Matrix

Contact:

Geraldine King | geraldine.king@cityoflondon.gov.uk | 020 8475 7104

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Appendix 1 - Consultation Comments Matrix

Interest	Comments	Justification
<p>Employee via e-mail</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 15</p>	<p>We have undertaken a lot of improvements in the Nursery, to make it as efficient as possible, the Nursery not only produces seasonal bedding plants for West Ham Park, the City and other London sites, it also produces floral decorations, for State visits to Guildhall and smaller functions as and when required</p> <p>The Nursery is a part of the Parks EMS (Environmental Management System) and SAS (Sustainability Audit System). The Nursery has implemented the first Bore-hole for the City of London Parks department, a sustainable way to harvest water, this helps by not using fresh drinking water from the mains supply for the use on plants, water is extracted directly from the ground with the aid of a pump, and because of the limits the Nursery uses, it's a completely free resource.</p> <p>The Nursery has streamlined its staff to the exacting needs of the products it supplies.</p> <p>Having a new boiler and heating system throughout the Nursery and streamlining plant material plus good crop rotation has helped reduce the cost of its heating, which in turn has helped to reduce the heating bills</p> <p>Has produced a new Plant catalogue for clients old and new</p> <p>Using IPM (Intrigated Pest Management) to help reduce to almost nil pesticide applications</p> <p>Holds educational and group visits during the summer months</p> <p>Reduction of Peat and has its own unique Peat free product for most of the plants it produces</p> <p>To mentor and work with Horticultural students, working with local colleges</p> <p>To maximise the Nursery space with the reduction of Bedding numbers with the City and Open Spaces the Nursery has secured a new client with the Royal Parks contract.</p> <p>For a closer inspection please refer to the Nursery Business plan</p>	<p>All of these comments have been included in the management plan under the appropriate objective.</p>
<p>Employee via e-mail</p>	<ol style="list-style-type: none"> 1) Park budget/expenditure -Include an illustration of the income to go with the expenditure & illustrate how the income offsets some of the expenditure. 2) Projects. / Remove the plan to move Liquid Ambers from Ornamental gardens to plant out in the park. As Agreed, the Liquid Ambers on our gravel soil basin won't reach full growth potential so no need to remove 	<p>All of these points were addressed with the member of staff and where appropriate added</p>

	<p>them.</p> <ol style="list-style-type: none"> 3) Add to the existing Liquid Amber collection on OGA3 with our current stock growing in containers in the nursery. 4) Investigate the installation of 2 more bore holes in the ornamental gardens adjacent to the 2 other bedding sites & add irrigation as on the wall garden to improve on staff & sustainability efficiency to remove the need to spend days watering bedding by hand. The wall garden will pilot the irrigation & bore hole to see how successful it is. 5) Install a solar powered bubble fountain within the rock formation in the centre of the ornamental pond to add life & interest to the only ornamental pond within the park. Solar panel already installed to store power in the batteries located close to pond to operate irrigation timer on wall garden so could also be connected to operate a fountain. 6) Living wall / extend the living wall around the office / proposed café to gradually replace bedding in tubs, this will avoid the need to water bedding manually as the living wall is atomically irrigated by timer. <p>No loss of revenue to nursery as Paul calculates the increase in seasonal plant plugs will offset the bedding used in the tubs.</p>	<p>and changed within the plan.</p>
<p>Employee via e-mail</p>	<p>Comments relating to formatting of Management Plan</p>	<p>All formatting issues raised have been incorporated into the plan.</p>
<p>Friend of West Ham Park via e-mail</p>	<p>Generally, I think the plan is very thorough and conveys an accurate description of what goes into making the park the lovely place it is. I think it is remarkably ambitious, given the current economic climate, and it is already possible to see some of the improvements being delivered (orchard, playground) which proves that it is an action plan, not a document which is an end it itself.</p>	<p>E-mail of thanks conveyed back to the Friend.</p>
<p>Member of Public via e-mail</p>	<p>Just had a look at the summary of your draft management plan for 2012-17 and wanted to say well done and thank you for a superb job!</p> <p>My family and I use the park every day and it is so well managed with so many things going on for all ages. We feel very safe there and have had many happy times there.</p> <p>Spot on regarding improving toilet facilities and providing a permanent catering facility. A nice cafe would just make the park absolutely perfect!</p> <p>Enforcing Bye-laws - definitely, especially dog fouling and keeping dogs under control. Flower picking also very very irritating - perhaps some clear signage (especially for people who don't speak English) would help deter this.</p> <p>Otherwise agree with every aim for the key elements of the site.</p>	<p>All of these comments have been included in the management plan under the appropriate objective.</p>

Member	Supplied comments throughout a hard copy of the plan and handed to Park Manager.	All of these comments have been noted and where appropriate incorporated into the plan.
Friend of West Ham Park	Supplied comments throughout a hard copy of the plan and handed to Park Manager.	All of these comments have been noted and where appropriate, incorporated into the plan.
Public x 25	In general, improved play facilities, toilets and a permanent catering facility	All of these comments have been included in the management plan under the appropriate objective.
Staff x 21	Implement changes to projects and time lines under the projects lists, produce an appendix of who is responsible and when approximately it will be implemented	An appendix has been added with responsibilities and time lines inserted.

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Committee(s):	Date(s):	Item no.
Open Spaces, City Gardens and West Ham Park	25 th April 2012	
Subject: West Ham Park Nursery Business Plan: Progress Report 2011- 2012		Public
Report of: Director of Open Spaces		For Decision
<p><u>Summary</u></p> <p>This report is to update Members on the progress made over the past year in delivering projects set out in year two (2011– 2012) of the Nursery Business Plan.</p> <p>Recommendations</p> <p>It is recommended that:</p> <ul style="list-style-type: none"> • this report is received 		

Main Report

Background

1. As part of the annual review process for the Nursery Business Plan, it was agreed at your Committee on 5 February 2010 that a report is prepared each year setting out the progress made against each of the objectives and related improvement plan actions.
2. This is the second such report and will, in accordance with the Plan, form the basis for a short progress summary to this Committee each April.
3. Members will recall that the Nursery Business Plan acknowledges the past achievements, though primarily sets out a clear vision, aims, and objectives and includes the following five key objectives.
 - **Quality** – Establish SMART processes that measure and ensure that customers receive, and the Park users benefit from, value for money services and effective use of land and infrastructure.
 - **Trading** – Review and adjust trading terms and apply an innovative approach that maximises returns and opportunities from our Nursery capital assets and contributes to the objectives of the Park.
 - **Environment** – Ensure that processes and measures to reduce our impact on the environment are embedded in the Nursery’s work.
 - **Promotion** – Develop initiatives that maximise opportunities for community use and expand our client base to achieve sustained sources of income.

- **People** – Involve Members, staff, clients and the community in achieving the outcomes and requirements set out in the business plan.

Current Position

4. The Nursery supplies over 200,000 annual bedding plants per annum to City of London Open Spaces. It also supplies floral decorations for City of London formal dinners and occasions (average 50 per annum). These core activities are delivered through a team of 4.8 full time equivalent employees.
5. In addition to the ‘day to day’ work carried out by the Nursery team and office staff in delivering the Nursery service, the plan sets out a wide range of projects to be delivered within the second year. To date, 91% of these projects have been completed, with acceptable reasons for non-completion of the remainder. Incomplete projects will either be deferred to the 2012/13 financial year, or will be revised to take account of business changes.
6. All the remaining projects planned for the year are in progress. A full breakdown of all the progress made against all 2011/12 projects is included in appendix A to this report.

General progress update

Performance surveys

7. Customer satisfaction surveys completed by our clients rated the product quality and service provided by the Nursery as 90% very good and 10% good. In addition to the surveys, a number of favourable letters of appreciation and thanks were received by the nursery in recognition of the quality of displays and material provided.

Floral Decorations

8. The nursery team provided floral decorations for a number of high profile City events, which provides income for the Nursery. These included the state visit of the President of Turkey, HRH the Prince of Wales visit to the City of London School and decorations for The Lord Mayor’s Banquet. The team also dressed the Bankers Dinner at the Mansion House and provided flowers for the Establishment Committee Dinner.

Supply of Bedding Plants

9. Throughout the year, the Nursery has provided over 226,000 peat free bedding plants. In addition to the supply of plants to the Park, City Gardens and Hampstead Heath Open Spaces, we also supplied Buckingham Palace, the Middle Temple and Lincoln’s Inn gardens for the first time.

Environment and sustainability management

10. In May 2011 the nursery installed a borehole which enables us to extract water from an underground layer of water-bearing rock. A long vertical pipe placed inside maintains stability and prevents contamination entering the borehole. Water is pumped back to the surface and stored in a 50,000 gallon header tank. We are able to draw up to 4400 gallons of water daily without the need to use mains water supplies thereby substantially reducing our costs.

Education and Apprenticeships

11. A number of school placements, including students with special needs, assisted in the Nursery last year. In addition to our regular school groups and existing apprenticeship scheme the Nursery provided placements for two horticultural students from Capel Manor Horticultural College.

The year ahead

12. Following the completion of the 2011/12 Nursery Business Plan projects, work will commence on delivering the 2012/13 projects. These include:
 - Provision of bedding for Bushy, Richmond and Greenwich Parks
 - Production of meadows for Chelsea Flower Show and for the City of London Festival outside Liverpool Street Station
 - A six monthly 'What's New' newsletter to send to clients and community contacts
 - Exploring potential partnerships with local colleges to develop enhanced learning for business students, florists and horticulturalists
 - Holding a public open weekend including plants sales
13. There is little doubt that the year ahead will be challenging. The Nursery is not only directly affected by its own budget reductions, but also indirectly through its clients' cuts, meaning that they have less to spend with us. Staff are working hard to identify further efficiencies and to maximise income, thereby ensuring the future of this valuable resource.

Financial Considerations

14. The Nursery Reserves fund was established to offset the financing of improvements, equipment and machinery, and to balance any reported under achievement in forecasted income targets. The outturn for the previous financial year is reported to your Committee at its July meeting each year.

15. The actions under the improvement plan objectives provide a cautious and controlled approach which is supported by the Chamberlain.

Corporate & Strategic Implications

16. The draft Nursery Business Plan supports the following City Together Strategy themes of The Heart of a World Class City which is:
 - Competitive and promotes opportunity;
 - Supports our communities;
 - Protects, promotes and enhances our environment;
 - Is vibrant and culturally rich;
17. The business plan also supports all five strategic aims and objectives within the Open Spaces Department Business Plan.
 - Quality
 - Environment
 - Promotion
 - People
 - Inclusion

Conclusion

18. Throughout the year, the plan has provided clear direction taking into account charity and business objectives and trading difficulties. It provides a clear set of aims, objectives and improvement plan actions to enable the monitoring of performance that supports and contributes towards the objectives of West Ham Park.

Background Papers:

- The West Ham Park Nursery Business Plan 2010 – 2015

Appendices

- Appendix A: The Nursery Business Plan Improvement and Project Plan 2011-2012

Contact:

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Section 1

Item 3

Nursery Business Plan Improvement and Project Plan – Year 2 (2011/12)

The following improvement plan provides a series of actions under each of the five Nursery business plan aims and objectives for the period of February 2011 to January 2012. The actions were developed through consultation with staff and clients. Each action has expected outcomes and measures of success, a target date for completion and a progress report.

Nursery Objective 1 – Quality		Establish SMART processes that measure and ensure customers receive and the Park users benefit from, the highest quality, value for money services and effective use of land and infrastructure.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
1.1	Survey clients and park users to establish baseline data, set performance indicator(s) for the Nursery and improve our customer and park user satisfaction and experiences	<ul style="list-style-type: none"> Measured improved service delivery Established performance measures to judge year on year achievement, in customer and park user satisfaction and reflects the Nursery is contributing towards the objectives of the Park Staff motivation Recognition of performance and to support Performance Development Framework 	Review in January Bedding survey Jul & Dec Floral as and when	Feedback from clients received throughout the year showing a very good standard achieved for floral work, demonstrated through verbal feedback and thank you letters. Client survey returns for summer and winter bedding showed a 100% satisfaction rating of good/very good. Business Plan objectives implemented through staff performance reviews.
1.2	Agree 20 year maintenance plans and secure appropriate funding to ensure the long term protection of buildings and infrastructure	<ul style="list-style-type: none"> Reach agreement with City Surveyors Department regarding the asset management review and prioritise maintenance issues Clearly defined and agree maintenance programme 	Review and submit annually in August	Quarterly meetings have taken place with City Surveyors and the 20 year plan was reviewed in August. An agreed maintenance programme set for 2012/2013. Current maintenance programme on target.

Nursery Objective 1 – Quality		Establish SMART processes that measure and ensure customers receive and the Park users benefit from, the highest quality, value for money services and effective use of land and infrastructure.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
1.3	Support Green Flag Applications for Open spaces that annual bedding and plants are supplied to	<ul style="list-style-type: none"> • Assist sites in promoting sustainable plant choice within their management plans and various applications for awards • External recognition • Promotion of the Nursery • 2x emails to clients 1x Dec reminder before commencement of application and 1x Jan before submission. Attach updated sustainability notes • 	Annually in January	City and the Park promoted Nursery in successful Gold and category winning 'Park of the year' Awards for London in Bloom summer 2011. Bedding quality praised in feedback for Green Heritage judging at West Ham Park.
1.4	Lead on establishing a local authority Nursery networking group to share best practice and to benchmark against	<ul style="list-style-type: none"> • Aid future reviews • Sharing of best practices and experiences • Evidence of value for money 	Apr 2011	This action was deferred to 2012, whilst the team focused on providing tenders for the <i>Compete for the Olympics</i> bid and The Royal Parks tender.
1.5	Regularly engage with existing and potential clients and park users to establish a wider range of stock and recreational uses	<ul style="list-style-type: none"> • Improve use of space for plant production and park users • Maximise income for the Nursery 	Annually in October	Provision of annual bedding for Middle Temple, and winter bedding for Buckingham Palace and Lincoln's Inn Gardens. Very positive survey results received. New Polytunnel used to grow and increase bedding plant production for additional clients. Surplus plant sale to public in July 2011 achieved £1000 additional income.
1.6	Establish formal review meetings with key clients to understand needs and adjust service delivery	<ul style="list-style-type: none"> • Improved service delivery and product information • Understanding of customer satisfaction 	Annually in Sep	Visits took place throughout the year with clients from NLOS, the City and the Middle Temple to discuss quality and requirements. Positive feedback received with survey results.

1.7	Establish a 60 second user survey for clients	<ul style="list-style-type: none"> • Measure service provision and quality of plants supplied • Used to deliver Nursery Action 1.1 above 	Jul 2010	A 60 second visitor survey has been created and this is now used for visits to the nursery. Positive feedback received.
1.8	Annually provide reviewed and updated price lists to Team Leaders and managers for Open Spaces	<ul style="list-style-type: none"> • Value for money products and services • Assist with forecasting for Open Spaces bedding budgets 	Annually in October	Price lists were provided to NLOS, West Ham Park and the City in 2010 and the prices have remained static for these clients. The Royal Parks were provided with a price list in 2011 as part of the tender process. Price lists are to be reviewed in October 2012.

Nursery Objective 2 – Trading		Review and adjust trading terms and apply an innovative approach that maximises returns and opportunities from our Nursery capital assets and contributes to the objectives of the Park.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
2.1	<p>Undertake a feasibility study and analysis of all capital and revenue production costs and potential income opportunities to:</p> <ul style="list-style-type: none"> • Examine and understand a business case to trade • How trading would support the objectives of the Park • Set out principles and framework for trading and financial management • Direct the potential revision of the Charity Commission Scheme 	<ul style="list-style-type: none"> • Seek agreement from the Gurney Estate to vary the original Conveyance or alternatively waive the restriction against trade to facilitate the proposals set out below • Feasibility study and business case undertaken to establish and evidence production costs and potential income opportunities • Clearly defined principles and framework for trading identified including financial management and contribution towards Park objectives • If necessary adjust existing scheme to reflect current activity • Report findings and recommendations to Committee • Committee, as acting trustee, to agree the application for a revised Charity Commission Scheme • Submit Charity Commission draft Scheme and trustee application form • Scheme may be required to be published in draft form in the London press • Resolve/manage any objections • Charity Commission approve new Scheme • Review Business Plan in the context of a Charitable Trading Co. • Maximise Nursery space, not necessarily for plant production, sustain and increase income and trading opportunities to support the objectives of the Park 	<p>Nov 2010</p> <p>Feb 2011</p>	<p>Nursery Business Case was approved by Committee in November 2010. Feasibility study completed and Nursery Business Case provided to the Charity Commission, who responded positively to the plan in January 2011. Considerable slippage of second target date. Variation of original conveyance agreed with the Gurney Estate. Tender for supply of bedding to The Royal Parks successfully completed in February 2012. NB – Delay in delivering objective by Feb 2011 whilst seeking agreement from the Gurney Estate to vary the original Conveyance. This was delivered in November 2011.</p>

Nursery Objective 2 – Trading		Review and adjust trading terms and apply an innovative approach that maximises returns and opportunities from our Nursery capital assets and contributes to the objectives of the Park.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
2.1a	Investigate opportunities for trading with other local authorities	<ul style="list-style-type: none"> • Support case for external trading • Increase client base, maximise Nursery use and income 	Nov 2011	Successfully tendered for the contract to supply bedding to The Royal Parks (Greenwich, Richmond and Bushy) for the next seven years. Production of dot plants for the summer season for Westminster Council 2012.
2.1b	Establish low risk opportunities for increasing income through potential new clients and open days	<ul style="list-style-type: none"> • Established list of regularly used plants that are grown 	Mar 2011	New catalogue produced for spring and summer bedding for clients with prices and sustainability ratings. Positive feedback received from clients.
2.1c	Hold an open weekend to the public including plant sales	<ul style="list-style-type: none"> • Engagement with community and other stakeholders • Increase existing Nursery income by 7% • Sell surplus stock 	Jul 2011	Sale of surplus plants held in the nursery achieving additional income of £1K, which made a contribution to the 7% expected income increase. In addition, remaining plants were given away to local charities, schools and community groups.
2.1d	Market and sell plants through dedicated on-line website	<ul style="list-style-type: none"> • Increase existing Nursery income by 7% • Promotion of the Nursery and the Park 	Jan 2012	Deferred due to review of corporate website (now nearing completion. Once established, the Nursery will ensure products are available on line. We currently have our own web page and have been registered as a preferred supplier as part of the strategic procurement review (PP2P).

Nursery Objective 2 – Trading		Review and adjust trading terms and apply an innovative approach that maximises returns and opportunities from our Nursery capital assets and contributes to the objectives of the Park.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
2.1e	Market the supply of floral displays and decorations to Livery companies	<ul style="list-style-type: none"> • Increase existing floral income by 7% • Promotion of the Nursery and Park 	Jul 2011	A letter was sent out to all Livery Companies explaining marketing the Nursery and its services.
2.1f	Investigate supply of floral decorations for the 2012 Olympics	<ul style="list-style-type: none"> • Increase existing floral income by 7% • Promotion of the Nursery • Submit formal letter of interest to appropriate Olympic organisation 	Jun 2011	Registered on 'Go Compete' (contracts notification) Olympic web site August 2010 – tender for London 2012 Flowers. Expressions of interest application accepted and invited to tender for the contract. The contract required floral decorations to be provided all over the UK and proved not to be commercially viable. Withdrawn from tender process.
2.2	Review pricing structure for bedding based on competitive pricing on 'like for like' supply	<ul style="list-style-type: none"> • Reassure and show value for money to our clients 	Annually in December	Pricing exercise completed as part of the business case for use when supplying future clients. Benchmarking to be undertaken in 2012 (see 1.4).

Nursery Objective 2 – Trading		Review and adjust trading terms and apply an innovative approach that maximises returns and opportunities from our Nursery capital assets and contributes to the objectives of the Park.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
2.3	Annually review space and growing techniques to maximise Nursery space and increase range of plants or alternative uses relating to the Park objectives	<ul style="list-style-type: none"> Increased opportunities to grow and supply to existing and new clients Opportunities for enhancing contribution to overall Park objectives and wider use of space considered and where viable implemented 	Annually in November	Space reviewed including installation of polytunnel, enabling increased client base. In addition to growing for local authority and charitable clients, 'potted meadows' have been produced for a variety of clients as an alternative to bedding including 'Mad about Meadows' launch opposite the Olympic stadium, The launch of 'Green to Gold' in the Guildhall yard and the production and creation of a meadow for a float with the Worshipful Company of Gardeners at the Lord Mayors Show.
2.4	Provide plant fostering service	<ul style="list-style-type: none"> Increase Nursery income with minimal operational costs 	Nov 2011	Currently foster all Buxus and winter standard bedding plants for the City and the Park, plus aquatic plants for the Barbican Estate.
2.5	Investigate opportunity to seek a partner to lease vacant areas	<ul style="list-style-type: none"> Maximise use and return on capital asset Report options and recommendations to the Committee 	Apr 2011	Objective not achieved. Due to securing TRP tender, there is limited spare capacity for much of the year. Potential partnering arrangement with Capel manor College has provided use for vacant potting shed.

Nursery Objective 2 – Trading		Review and adjust trading terms and apply an innovative approach that maximises returns and opportunities from our Nursery capital assets and contributes to the objectives of the Park.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
2.6	Keep within local risk budgets and improve efficiency	<ul style="list-style-type: none"> Monitor budgets monthly and produce quarterly progress reports 	Annually in March	Budgets for the nursery are monitored regularly and where opportunities arise to increase bedding to offset the reduced demand from the City and NLOS CSR cuts these were explored as part of the 2011/12 local risk budget.
2.7	Provide wider range of plants for City of London Open Spaces i.e. new planting schemes	<ul style="list-style-type: none"> Increased use of Nursery areas Increased income Responds to client needs and provides alternative range of plants Provision of competitively priced plants New internal clients Burnham/Commons growing Wildflower plugs 	Annually January and July	Discussions with City Gardens Manager and NLOS along with new clients have taken place to discuss the potentials for provision of wider range of species. See 2.3 also.

Nursery Objective 3 - Environment		Ensure that processes and measures to reduce our impact on the environment are embedded in the Nursery's work.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
3.1	Include an environmental rating that reflects the impact on the environment and resources within the bedding pricing catalogue	<ul style="list-style-type: none"> Established sustainability rating which provides clients with a quick reference tool to aid plant choice Encourage customers to make sustainable choices which assists the Nursery with achieving its own targets 	Apr 2011	Sustainability (drought tolerance) ratings have been provided with the new bedding catalogue produced for the nursery.

Nursery Objective 3 - Environment		Ensure that processes and measures to reduce our impact on the environment are embedded in the Nursery's work.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
3.2	Deliver the Parks and Gardens Division Environmental Management System (EMS) objectives and participate in the Sustainable Audit System (SAS)	<ul style="list-style-type: none"> Achieve the targets set annually in the EMS plan 5% reduction in non sustainable resources i.e. energy and water. Measure comparison against like for like seasons and weather patterns In line with City of London policy SAS Self Assessment completed every two years first year 2010 	Review Annually in April	Self-audit of sustainability has taken place and been peer reviewed. Currently working to targets highlighted in the audit. Electricity consumption is on target. Gas consumption has significantly reduced due to the mild winter. Mains water consumption has decreased thanks to the installation of a bore hole at the nursery.
3.3	Continue to monitor and where able reduce use of chemicals/ pesticides/ herbicides	<ul style="list-style-type: none"> Levels recorded, reductions and increases monitored and reported 	Annually in December	Pesticides have been used only as a last resort where cultural controls have been unsuccessful.
3.4	Install replacement poly tunnel	<ul style="list-style-type: none"> Approx 5-10% increase in growing space Investigate use of recycled construction materials Sustainability assessment undertaken Increased growing space and replacement of outdated practises 	Feb 2010 Installation Feb 2011	A Sustainability Impact Assessment was carried out as part of the installation. Recycling of identified materials. Increase in production of approximately 12,000 plants per annum.
3.5	Regularly review and consider the purchase of alternative 'green' products	<ul style="list-style-type: none"> Reduce impact on environment Achieve corporate and local sustainability audit targets Capture data and report annually 	Annually in Apr Feb	Improved compost composition with a change from pine bark to conifer bark and wood chip mix. Purchasing of pots and compost directly from the suppliers has reduced production costs.

Nursery Objective 4 - Promotion		Develop initiatives that maximise opportunities for community use and expand our client base to achieve sustained sources of income.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
4.1	Create a publicly accessible web page promoting the Nursery and the Park and online purchasing	<ul style="list-style-type: none"> • Web pages produced that promote the Nursery and relationship with the Park and sales • Opportunity for customers to visit our web page to find out what we provide • Brand development of the Nursery 	Apr 2011	The nursery has its own web page that actively promotes the service. See 2.1d also.
4.2	Explore opportunities to increase views and site lines into the Nursery and post regular updates on Nursery gates.	<ul style="list-style-type: none"> • Local community appreciate the level of activity and therefore have an awareness of the operation • Makes the Nursery more integral with the Park • Six monthly 'What's new' sent to clients and community contacts 	Aug 2011	Newsletter updates are posted on the Nursery gates and the Nursery contributes to the park bi-monthly 'What's New' A six monthly 'What's New Nursery Special' will be produced in June.
4.3	Produce a catalogue for floral and plant supply	<ul style="list-style-type: none"> • Complete both floral and plant supply catalogues and upload onto web pages • Provision of a catalogue for clients that provides visual examples • Brand development of the Nursery 	Apr 2011	Catalogues have been produced and distributed to clients for floral and bedding supplies.

Nursery Objective 4 - Promotion		Develop initiatives that maximise opportunities for community use and expand our client base to achieve sustained sources of income.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
4.4	Work with Open Space clients to promote the Nursery's sustainable practices within their Green Flag applications	<ul style="list-style-type: none"> • Increase recognition • Increase Green Flag Awards for the City • Improve Green Flag Award scores for Open Spaces Department sites 	Annually in January	City promoted Nursery in successful Gold and category winning Awards for London in Bloom 2011. Change to Green Flag application process and scoring may result in looking at alternatives ways to promote the nursery's sustainable practices. Sustainable practices have been covered in West Ham Park's new management plan. See 4.2 also.
4.5	Actively encourage site visits for landscape architects, Street scene colleagues and other clients and potential customers	<ul style="list-style-type: none"> • Increase profile of Nursery and increase client bases • Establish clearer understanding of the services and products supplied by the Nursery • Brand development of the Nursery 	Annually in June	The Nursery received a visit from 'Street Scene' colleagues in summer. The City Gardens Manager and Landscape Officer visited the nursery twice a year. The Superintendent and Park Manager will be visiting present and future clients this Summer.
4.6	Actively share information and facts regarding the Nursery to community and clients	<ul style="list-style-type: none"> • Increase profile of the Nursery • Established emailing list • Six monthly 'What New' sent to clients and community contacts • Brand development for the Nursery 	Aug 2011	Email list established. See 4.2 reference newsletters.

Nursery Objective 5 - People		Involve Members, staff, clients and the community in achieving the outcomes and requirements that this business plan sets out.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
5.1	Report annually to the Committee of Managers of West Ham Park	<ul style="list-style-type: none"> Report business plan progress to Committee every February Approval to business plan adjustments and realignment of objectives and actions 	Annually in February	Business plan progress reports submitted annually to the Open Spaces, City Gardens & West Ham Park Committee.
5.2	Hold community open days	<ul style="list-style-type: none"> Local community given the opportunity to see behind the scenes of a working Nursery operation Two community open days held per annum 	Jul 2011	As part of the Friends of the Park day, tours were given around the Nursery for the public. We also held a plants sale and private tours were held for three local community groups.
5.3	Establish schedule of regular dates when a 'Display House' is freely accessible to the public	<ul style="list-style-type: none"> Staff costs, security and risk assessments undertaken Schedule of regular dates established and advertised Community engagement and connection with Park users 	Jun 2011	Objective not achieved. Insufficient staff resources due to the absence of an apprentice and keeper summer 2011.
5.4	Hold educational visits that reflect the recreational value of horticulture	<ul style="list-style-type: none"> Educate community on sustainability practises Encourage young to appreciate value of growing plants and careers in horticulture Develop recreational opportunities for promoting the benefits of horticulture activities e.g. food growing, medicinal, and sensory and amenity plant demonstrations. Carry out six visits a year minimum and evidence increase to ten by 2012 	Annually throughout the year	'Living Medicine' held 2 educational classes at the nursery in the Autumn. 4 Newham Apprentices spent a week each in the Nursery in April gaining experience. Provided work experience for 2 special needs pupils in July. Provided assistance with vegetable garden growing in April. 6 educational visits (schools, hort groups) took place during the course of the year.

Nursery Objective 5 - People		Involve Members, staff, clients and the community in achieving the outcomes and requirements that this business plan sets out.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
5.5	Develop a plant husbandry training programme that creates opportunities for internal and external apprentices and the horticulture sector	<ul style="list-style-type: none"> • Programme established with clear measures and outcomes • Increase development of horticultural skills throughout the horticultural sector 	Annual	Plant identifications are carried out weekly with our in-house apprentice, and with visiting apprentices as appropriate.
5.6	Regularly review staff structure and numbers against service delivery requirements	<ul style="list-style-type: none"> • Ensure staff numbers are correct for production levels and efficiency 	Review Annually in September	Staff numbers monitored in line with production requirements and park staff assist with winter management and delivery of bedding. The successful appointment of an apprentice in February 2012 will assist the Nursery with meeting market demands.
5.7	Celebrate staff achievements through established activities e.g. Lord Mayor's Visit, Annual Committee Visit, What's New, award ceremonies etc	<ul style="list-style-type: none"> • Increase satisfaction rates in staff survey • Increase in productivity 	Review Annually in November	Thank you folder from clients kept on server. Nursery Staff attended the annual Lord Mayor's lunch. Nursery staff contribution recognised in 'What's New' publication and through PDRs.
5.8	Establish an approach to succession planning that includes secondment to work in the Nursery and on floral decorations	<ul style="list-style-type: none"> • Flexible staffing cover arrangements in place • Provides opportunities for staff to experience different roles, develop Nursery skills and broaden horizons 	Review Annually in November	New apprentice appointed in March 2012 and is gaining experience in the Nursery. Nursery and Park staff exchange roles during busy/quiet periods for their respective areas.

Nursery Objective 5 - People		Involve Members, staff, clients and the community in achieving the outcomes and requirements that this business plan sets out.		
Nursery Actions		Expected outcome / measure of success	Target Date	Progress
5.9	Deliver actions set out in the Parks and Gardens Health and Safety Plan and support the departmental annual Health and Safety Audit	<ul style="list-style-type: none"> • Achieve the targets set annually in the H &S plan • Implement audit recommendations and actions • In line with City of London policy. 	Annually in November	Currently on target with no accidents recorded. Inspections up to date along with procedures for health and safety.
5.8	Review learning and development opportunities within the Nursery	<ul style="list-style-type: none"> • Departmental training plan updated, and key areas of training needs identified at the end of the appraisal cycle. • Supports Personal Development Framework 	Review Annually in October	Training took place with Nursery staff during the year and new training needs have been identified through Performance & Development Framework.
5.9	Explore opportunities and implement opportunities to increase volunteering	<ul style="list-style-type: none"> • Engagement with local community • 5% increase in volunteer hours monitored through the departmental business plan 	Review Annually in April	Alan Lynch increased working hours to achieve 5% increase along with work placements from schools and Newham Apprentices assisting in the nursery.

Committee(s):	Date(s):	Item no.
Open Spaces, City Gardens and West Ham Park	25th April 2012	
Subject: City Corporation Risk Management Handbook	Public	
Report of: Chamberlain	For Information	
<p><u>Summary</u></p> <p>This report provides Members with a summary of the key elements of the Risk Management Handbook and the City’s risk management framework as approved by the Audit and Risk Management Committee in October 2011.</p> <p>The Risk Management Handbook introduces a systematic approach to management, reporting and escalation of risk, defining:</p> <ul style="list-style-type: none"> ▪ A common risk language ▪ Regularity of reporting ▪ Accountability for risk ▪ Risk tolerance <p>Recommendations</p> <ul style="list-style-type: none"> ▪ Members are asked to note this report and the key requirements of the Risk Management Handbook. 		

Main Report

Background

1. In October 2011, the Audit and Risk Management Committee agreed a revised risk management framework, contained within the Risk Management Handbook. The Handbook has been developed to provide a guide to assist Officers and Members in improving the way in which the City manages risk. A primary objective of the new framework is to create a risk management culture which supports the effective and consistent management, reporting and escalation of risk.

Current Position

2. This report sets out the key requirements of the Risk Management Handbook, particularly those in relation to the role and purpose of Service Committees or their designated Sub-Committees. A full copy of the Risk Management Handbook may be downloaded from the Risk Management pages of the City’s intranet site or alternatively, a copy can be requested from Matt Lock, Risk and Assurance Manager.

3. To assist in driving consistency in approach across the organisation, the Handbook defines a common risk language, including the range of descriptors used to denote the impact and likelihood of risks, a corporate assessment matrix and also a standard risk register template.

Escalation, Accountability and Assurance

4. Departments are required to undertake regular systematic review of their key operational risks, updating their Departmental Risk Register accordingly. The risk assessment process combines an evaluation of impact and likelihood to generate a risk status of Red (high), Amber (medium) or Green (low). It is vital that those charged with governance (Members, Chief Officers and Senior Management), know of and understand the organisation's exposure to significant risks. As such, the following broad expectations will apply:
 - **Red** risks have been signed off at Chief Officer level and have been reported to the Strategic Risk Management Group (SRMG) Core Team, Chief Officers' Group and Audit and Risk Management Committee as part of the regular risk management update.
 - **Amber** risks have been signed off at Director level and reported to the relevant Chief Officer or Departmental Management Team and the Risk and Assurance Manager as part of the on-going reporting and review framework.
 - **Green** risks have been signed off by operational management at either Section Head or Assistant Director level and reported to the relevant Director as part of the on-going reporting and review framework.
5. Risk owners (officers responsible for the management of specific risks and key tasks associated with the mitigation of these) may be asked to provide assurance to Chief Officers' Group or Audit and Risk Management Committee as to how significant risks are being managed. Similarly, risk owners are responsible for escalating risks to the appropriate scrutiny level and will be accountable should this not occur.
6. Updated risk registers should be reported to Departmental Management Team and the relevant Service Committee on a quarterly basis, with the exception of Red graded risks which should be escalated as soon as they are identified. The City's risk management framework has been developed in accordance with recognised best practice, including, and of particular relevance to West Ham Park, Charity Commission guidance; the role and responsibilities of Trustees in relation to Risk Management align with those of Members.

Risk Tolerance

7. Further to the above expectations, the Risk Management Handbook provides a platform to determine whether a stated risk is acceptable to Members and Senior Management. This tolerance will, in all likelihood, vary across individual risks and operations, although the following principles apply:
 - **Red** risks are unlikely to be acceptable, requiring constant monitoring and further mitigation.
 - **Amber** risks require monitoring at least quarterly; consideration should be given to further mitigation.
 - **Green** risks require less frequent monitoring, opportunities to improve efficiency through less stringent mitigating actions may be considered.

Risk Register Presentation

8. The standard risk register template incorporates a summary risk register giving an overview of all current risks, including the direction of travel, risk owner, summary of mitigating actions, residual risk score and, where appropriate; proposed further actions to reduce the residual risk. The summary risk register is supported by a more detailed schedule for each risk, providing an explanatory notes or details of specific threats that may exist within the risk.
9. This Committee will receive risk management updates as part of the regular business planning and performance updates provided by the Director of Open Spaces. The Business plan for the coming year is reported to this April 25th meeting, with the first progress update due 23rd July.

Conclusion

10. This report outlines the key expectations of the Risk Management Handbook and the City Corporation's risk management framework. In accordance with this framework, Service Committees should be updated regularly about the key risks faced by their respective departments and should be assured that appropriate actions are being taken to manage and mitigate effectively those risks in a timely manner.

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Committee(s):	Date(s):	Item no.
Open Spaces, City Gardens and West Ham Park Committee	25 April 2012	
Subject: Open Spaces Department Business Plan 2012- 2015		
Report of: Director of Open Spaces		Public For Decision
<p><u>Summary</u></p> <p>The purpose of this report is to seek approval for the Open Spaces Department Business Plan for 2012 - 2015. This Plan outlines the overall departmental aims and objectives, the key projects for the next three years and the key indicators that have been set to measure performance.</p> <p>Members are also asked to consider the key projects for the City Gardens and West Ham Park, as the Epping Forest and Commons Committee and the Hampstead Heath, Highgate Wood and Queen’s Park Committee have had an opportunity to comment on the key projects for their areas.</p> <p>The City of London Cemetery and Crematorium has been integrated into the Open Spaces Department’s Business Plan for the first time this year and Members of the Port Health and Environmental Services Committee will be invited at their next meeting to comment on the relevant sections in the Plan.</p> <p><u>Recommendations</u></p> <p>It is recommended that Members</p> <ul style="list-style-type: none"> i) approve the Open Spaces Department Business Plan for 2012 – 2015, including the key projects for City Gardens and West Ham Park, and agree the targets for service delivery as quantified by the performance indicators. ii) determine whether any projects and performance indicators represent high risk and priority sectors of service which you would expect to be featured in the quarterly progress reports which will be submitted to this Committee during 2012/13. 		

Main Report

Background

1. Departmental Business Plans are now an integral element of the City's enhanced performance management system and are part of a more clearly defined annual planning cycle, which has been devised to improve the links between service and financial planning and drive service improvement.
2. The purpose of the Open Spaces Business Plan is to enable the Department to show how its activities support the City's strategic aims and policy priorities and demonstrate how it can improve its performance. The Plan shows:
 - How the Department's activities contribute to the City Together Strategy and the Corporate Plan and therefore how the City's policies will be implemented,
 - Performance targets for the current year,
 - Resource and learning and development requirements, and
 - The programme of action required to achieve the targets
3. The previous Business Plan for 2011 - 2014 was approved by this Committee in April 2011 and progress reports with financial monitoring information have been submitted each quarter.

Current Position

4. The new Business Plan for 2012 - 2015 has been compiled in line with corporate guidelines and incorporates comments from the Town Clerk's Performance and Development Team. The Epping Forest and Commons Committee and the Hampstead Heath, Highgate Wood and Queen's Park Committee have had the opportunity to comment on the key projects for their areas for the next three years and their comments have been included in the Plan. A copy of the full Plan will be available on the departmental intranet site.
5. Members are asked to consider the key projects for the City Gardens and West Ham Park and approve the overall Business Plan, which provides a review of the Open Spaces Department's performance in the past year and looks ahead to future plans in the light of available resources.

6. The Open Spaces Department took responsibility for the City of London Cemetery and Crematorium in September 2011 following a corporate departmental review. The Cemetery and Crematorium has therefore been integrated into this Business Plan for the first time this year. Members of the Port Health and Environmental Services Committee will be invited at their next meeting to comment on the sections in the Plan that relate to the Cemetery and Crematorium.

Strategic Implications

7. This Business Plan details how the Open Spaces Department's activities and key projects for the next three years support and link to the themes in the City Together Strategy and the City's Corporate Plan.

Conclusion

8. Formal monitoring arrangements are in place to ensure that performance is reviewed regularly at the appropriate level. During the coming year progress on implementing the Business Plan will be monitored at the monthly departmental management team meetings. Members will be kept informed of progress on the key projects and the budget position in quarterly reports which will be presented to this Committee. These reports will review progress on achieving the performance indicators and highlight any significant deviation from the Plan.

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Open Spaces Department

Business Plan 2012 - 2015

Responsible Officer - Sue Ireland, Director of Open Spaces
Contact Officer - Denis Whelton, Support Services Manager

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1. Introduction

Our Business Plan remains focussed on the financial position we need to maintain and limiting the impact of changes on front line services. The principle we have used in previous plans – clear strategic aims and objectives, measurable KPIs, as well as a determination to achieve value for money in all we deliver – will continue to ensure we manage this challenge.

Corporately we continue to support the achievements of back office efficiencies; moving from HR, Finance and IS to Procurement. We have made a significant commitment to delivering the new web site, an opportunity to become more interactive with the communities and customers we serve.

This Olympic year has created many opportunities for people to try new things; particularly in the fields of sport, the arts and culture. We need to ensure that these opportunities for people to engage actively will continue as part of the Olympic legacy. During this exciting period we will also ensure our services remain accessible and of a high standard.

In the last six months the Cemetery & Crematorium have joined Open Spaces and we have the opportunity to focus on common management themes; as well as identify new opportunities to learn from shared experiences.

The impact of recent legislation, yet to be enacted for Reservoirs, will have a very substantial impact on our work, particularly but not exclusively at Hampstead Heath and Epping Forest. There will be substantial challenges in resourcing the capital projects and delivering the designed outcomes.

This Business Plan is provided for Members' consideration and approval.

Sue Ireland
Director of Open Spaces - April 2012

2. Departmental Vision and Values

Each Open Space managed by the City is a special place, with well-established management plans and dedicated staff. Most of the larger sites have registered charity status. However, given their habitats and locations around London, the overall management of each one is quite different. As part of our business planning, there is a need for a clear Open Spaces Department vision.

Our five year departmental Vision is:

"A World Class City needs a World Class Environment"

A staff working group was challenged to bring the Vision to life and communicate it more widely to all staff. It was decided that this could best be achieved visually, using the poster shown on the following page. This is now displayed on the walls of offices and staff rooms.

The Department also shares the City's Core Values.

Our Values: **The right services at the right price**
The best of the old with the best of the new
Opportunity and prosperity for all

Two of the three strategic aims in the City Corporation's Corporate Plan also apply to the Open Spaces, namely:

Provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.

Provide valued services to London and the nation.

3. Departmental Aims and Objectives

The Open Spaces Department continues to contribute to the City's overall performance management arrangements.

In order to demonstrate how the Open Spaces Department's strategic aims and objectives are linked to the themes in The City Together Strategy, they have been listed on the following pages under the five main aspirations for the Department. These aspirations are:

- **Quality**
- **Inclusion**
- **Environment**
- **Promotion**
- **People**

The means to achieve these aspirations should, where appropriate, include the use of innovation. Value for money is paramount across all these aims and objectives, which together with the associated actions, will be reviewed regularly as part of the scheduled Business Plan quarterly progress reports to the Open Spaces, City Gardens and West Ham Park Committee and the Port Health and Environmental Services Committee.

The Departmental Improvement Plan in section 4 is followed by the Key Performance Indicators for the coming year and then the Key Projects for each Open Space. All of these Projects are dependent upon the necessary budgets being maintained.

A World Class City needs a World Class Environment



The Open Spaces Vision

Delivered by

Quality

Inclusion

Environment

Promotion

People

City Gardens West Ham Park	Burnham Beeches Stoke Common	Hampstead Heath Highgate Wood	Epping Forest Queen's Park	City Commons Directorate	Cemetery & Crematorium
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OPEN SPACES DEPARTMENT - AIMS & OBJECTIVES

1. <u>Quality</u>	2. <u>Inclusion</u>	3. <u>Environment</u>	4. <u>Promotion</u>	5. <u>People</u>
<p><u>City Together Strategy Theme:</u></p> <p>A World Class City which is competitive and promotes opportunity.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Achieve nationally recognised standards and deliver value for money in providing our Open Space service.</p>	<p><u>City Together Strategy Theme:</u></p> <p>A World Class City which supports our communities.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Involve communities and partners in developing a sense of place through the care and management of our sites.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Extend partnership-working within the community and continue to develop closer links with local authorities, to improve the way we involve people in decision making.</p>	<p><u>City Together Strategy Theme:</u></p> <p>A World Class City which protects, promotes and enhances our environment.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Ensure that measures to promote sustainability, biodiversity and heritage are embedded in the Department's work.</p>	<p><u>City Together Strategy Theme:</u></p> <p>A World Class City which is vibrant and culturally rich.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Market our services and provide events and opportunities to learn for all within our communities.</p>	<p><u>City Together Strategy Theme:</u></p> <p>A World Class City which is safer and stronger.</p> <p><u>Open Spaces Department Strategic Aim:</u></p> <p>Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance.</p> <p><u>Open Spaces Department Improvement Objective:</u></p> <p>Provide focused learning opportunities for staff and volunteers to feel confident in meeting the changing needs of the organisation.</p>

"A World Class City needs a World Class Environment"

4. Departmental Improvement Plan 2012/13 & Key Performance Indicators

Departmental Objective 1 - Quality	Achieve nationally recognised standards and deliver value for money in providing our Open Space service.		
Departmental Actions	Measure of Success	Target Date	Responsible Officer(s) / Resources
Monitor budgets monthly and produce quarterly progress reports and achieve external funding for key projects. Improve efficiency and procurement and continue to seek additional ways of increasing income.	Ensure value for money and keep within Local Risk budgets. (KPI 1,2,3 & 19) Ensure City Bridge Trust grant reporting deadlines are achieved.	March 2013	Management Team, Finance Improvement Group, in association with the Head of Finance.
Integrate 20 year property maintenance plans and the PP2P project into charitable trust requirements and secure appropriate funding for maintenance and repairs, to ensure the long term protection of buildings and infrastructure.	Achieve a secure definition of responsibilities between Open Spaces and City Surveyor's Departments, to cover projects, property maintenance and asset condition assessment. Improve the delivery of 20 year plans through the PP2P process.	December 2012	Director and Superintendents in association with the City Surveyor's Department.
Produce and implement work programmes linked to the site management plans. Ensure replacement plans are produced on time.	Annual programmes presented to service Committees and approved.	May 2012	Superintendents and local Management Teams.
Achieve external accreditation / Green Flag Awards for all sites and explore further benchmarking opportunities with other organisations.	Maintain Green Flag and London in Bloom awards and consider applications for new areas (KPI 8&9) Participate in the development of the Green Flag pilot scheme.	August 2012 November 2012	Superintendents and local Management Teams.
Deliver revised corporate Service Response Standards.	Report quarterly to maintain a high quality of service across all areas. (KPI 4 & 5)	March 2013	Support Services Manager and Superintendents.
Extend e-business applications to improve efficiency and customer service.	Review the new corporate booking system pilot, at Epping Forest. Implement new IS system at the Cemetery. (KPI 17 & 18) Develop online payments for sponsorship / donations.	March 2013	IS Improvement Group and Management Trainee.

OPEN SPACES DEPARTMENT - IMPROVEMENT PLAN 2012/13

Departmental Objective 2 - Inclusion		Extend partnership-working within the community and continue to develop closer links with local authorities to improve the way we involve people in decision making.	
Departmental Actions	Measure of Success	Target Date	Responsible Officer(s) / Resources
Respond to changing Government policy on planning to ensure the interests of the Open Spaces are protected.	Develop mechanisms to ensure effective protection and efficient response to potential developments beside the Open Spaces.	December 2012	Director and Management Team.
Develop departmental transport related policies, to protect each site and its users.	Work with local authority partners, to develop and deliver transport strategies.	March 2013	Director and Management Team.
Encourage responsible use of the Open Spaces by underrepresented groups.	Develop new methods of encouraging more youth and ethnic minority involvement across all sites, and capturing appropriate statistical information.	March 2013	Superintendents.
Develop initiatives to improve community partnerships at each site.	Provide evidence to show that the community value the initiatives, including those activities organised with funding from the City Bridge Trust.	March 2013	Management Team, Technical and City Gardens Managers and Management Trainee.
Meet the corporate objectives for Equality Duty compliance.	Review departmental Framework. Ensure Equality Impact Assessments are carried out for key projects.	Sept 2012 March 2013	Support Services Manager and Management Team.
Target new user surveys to get feedback on key local issues.	Improve satisfaction levels through user surveys and develop a rolling programme of surveys across all sites. (KPI 11)	March 2013	Superintendents.

OPEN SPACES DEPARTMENT - IMPROVEMENT PLAN 2012/13

Departmental Objective 3 - Environment		Ensure that measures to promote sustainability, biodiversity and heritage are embedded in the Department's work.	
Departmental Actions	Measure of Success	Target Date	Responsible Officer(s) / Resources
Reduce use of non-renewable energy – electricity, gas, liquefied petroleum gas, petrol, diesel and water	Monitor all energy and water use and reduce consumption by at least 2.5% but strive for 4.5% on the previous year. (KPI 14 & 20) . Carry out local reviews of fuel records quarterly and maintain better metering arrangements.	March 2013 March 2013	Superintendents and the departmental Sustainability Improvement Group, in association with the City's Energy Team
Deliver a sustainability audit system across the department.	Improvement plan devised and agreed following an audit on all remaining Phase 2 sites and a revisit to sites audited under Phase 1. (KPI 10)	March 2013	Management Team and departmental Sustainability Improvement Group
Implement the recommendations of the Phase 2 Sustainability Departmental Improvement Plan.	Develop a programme of Energy performance audits on operational buildings.	March 2013	Sustainability Improvement Group
	Continue the programme to replace operational lighting with energy efficient equivalents.	March 2013	
	Identify two additional Open Space Operational buildings to generate a minimum of 10KW of energy (or thermal equivalent) on site by April 2014.	March 2013	
	Achieve a 5% reduction in vehicle fuel use (diesel and petrol).	March 2013	
	Achieve a 5% reduction in office based print costs.	March 2013	
Implement actions identified in the City Biodiversity Action Plan	Report quarterly on actions in the revised Plan to the Improvement Group and at meetings of the London Boroughs' Biodiversity Forum.	March 2013	Biodiversity Improvement Groups/ Superintendent of Parks & Gardens
Promote nationally the importance of biodiversity in the work carried out by the Open Spaces.	Maintain the number of articles and lectures given by the Department.	March 2013	Biodiversity Improvement Group

OPEN SPACES DEPARTMENT - IMPROVEMENT PLAN 2011/12

Departmental Objective 4 - Promotion		Market our services and provide events and opportunities to learn for all.	
Departmental Actions	Measure of Success	Target Date	Responsible Officer(s) / Resources
Maintain the education programmes at all sites, to encourage broader involvement in Open Spaces activities.	Successful outcome of the City Bridge Trust funded activities for environmental education and biodiversity projects across Greater London. Maintain the sessions held and the ways in which education is provided across the Department. (KPI 13)	March 2013	Director and Management Team and Management Trainee
		March 2013	Superintendents
Ensure that the Open Spaces contribute to the City Together Strategy and the key objectives in the Corporate Plan.	Achieve 12/13 departmental targets, as set in corporate plans. (KPI 8)	March 2013	Management Team
Promote strategies and initiatives for the protection and conservation of green space, through regional partnerships such as the All London Green Grid and London Parks and Green Spaces Forum.	Play a leading role in these Greater London partnerships. Influence local strategies and initiatives through engagement with local authorities. (KPI 16)	March 2013	Director and Superintendents
Develop departmental marketing to improve the high profile of the Open Spaces, taking account of the City of London's Cultural Strategy.	Ensure the departmental contribution to the new corporate website is achieved on schedule. Update the new departmental intranet regularly.	June 2012	Marketing Manager, Management Trainee and Interpretation Improvement Group.
		March 2013	
Support the City of London's contribution to the 2012 Olympics legacy.	Deliver cross service working, including a programme of activities for health and wellbeing, to promote our Open Spaces and the City of London's cultural activity. Support Olympics related events within the Square Mile.	March 2013	Director and Olympics Improvement Group
Produce quality publications to promote the work of the Department to a wide range of users and potential users	Produce an Annual Report for 2011/12 to reflect the charitable trust status of the Open Spaces. Update local publications to promote individual sites.	July 2012	Support Services Manager, Marketing Manager, Management Team and Interpretation Improvement Group
		March 2013	

OPEN SPACES DEPARTMENT - IMPROVEMENT PLAN 2011/12

Departmental Objective 5 - People	Provide focused learning opportunities for staff and volunteers to feel confident in meeting the changing needs of the organisation.		
Departmental Actions	Measure of Success	Target Date	Responsible Officer(s) / Resources
Encourage learning and development opportunities for staff and volunteers in response to business needs.	Review Career Development Framework and training plan in line with Open Spaces priorities. Promote innovative cost efficient methods of training delivery. Develop structured training on key areas that have been identified, including performance appraisal and data protection and establish better methods of evaluation. (KPI 7)	March 2013	Learning and Development Improvement Group in association with HR Business Unit
Ensure all front line staff receive comprehensive training in personal safety and awareness and enforcement, as appropriate.	Undertake Information Security training for relevant staff. Complete further refresher personal safety training as required. Develop bye-law enforcement policies and roll out to relevant staff at each division	March 2013	Local management teams and Learning and Development Improvement Group
Continue to improve sickness absence levels	Achieve improved absence management through monitoring and performance appraisals, where appropriate. (KPI 6)	March 2013	Local Management Teams, in association with HR Business Unit.
Ensure health and safety practices and procedures are kept up-to-date.	Review departmental health and safety policy framework and risk assessments and provide an updated toolkit on the intranet. Carry out the annual departmental audit, undertake health and safety assessments at specific sites and revise Top X priority list. (KPI 15)	November 2012 January 2013	Management Team and Technical Manager Technical Manager and Health and Safety Improvement Group
Develop quality volunteering opportunities at all sites and encourage corporate volunteering.	Each division to have measures to increase local volunteering levels where possible. (KPI 12) Promote and increase corporate volunteering	March 2013 March 2013	Superintendents Management Team
Support the corporate timetable for change and transformation.	Ensure the Department continues to be represented on PP2P and other relevant review groups.	March 2013	Director and Management Team

KEY PERFORMANCE INDICATORS ¹

Ref.	Measure Name	Linked to Departmental Objective	Target: 2011-2012	Performance: ² 2011-2012	Target: 2012 - 2013
1.	Effective budget management and make efficiency savings	Quality	Make further savings of 12.5% to meet corporate reduction target	On target	Ensure net expenditure is within local risk budget.
2.	Increase departmental income	Quality	Raise by a further 5% compared to the original 2010/11 budget	On target	Raise by a further 5% compared to the original 2011/12 budget
3.	Efficient receipting of invoices	Quality	Maintain 99% target and also receipt 70% of SME invoices in 10 days	On target and 1% above the City average	Maintain 99% target and also receipt 70% of SME invoices in 10 days
4.	Respond to written complaints and general correspondence within 10 working days	Quality	Achieve this and other Service Response Standards	On target	Achieve this and other Service Response Standards
5.	Respond to Freedom of Information Act enquiries within 20 working days.	Quality	100%	On target	100%
6.	Minimise working days lost through sickness	People	Below both the average for the City Corporation and for operational departments	On target	Below both the average for the City Corporation and for operational departments
7.	Improve take up of training course programme	People	Reduce the number of lost training days by a further 5%	On target	Reduce the level of training days lost.
8.	Achieve external accreditation (1)	Quality	Maintain or improve Green Flag ratings	All 15 Open Spaces received the award in 2011 ⁽³⁾	Maintain or improve Green Flag ratings
9.	Achieve external accreditation (2)	Quality	Retain Green Heritage award for 7 sites	8 sites received the Green Heritage award ⁽³⁾	Retain Green Heritage award for 8 sites
10.	Carry out a sustainability audit	Environment	Complete phase 2 of the audit at the remaining sites	Achieved	Complete the audit at selected sites.
11.	Increase the accuracy of customer satisfaction measures	Inclusion	A further 200 completed GreenSTAT questionnaires received	On target	Develop a rolling programme of site surveys.
12.	Expand volunteer working	People	Achieve a further 3% increase in volunteer hours worked	On target	Increase the level of volunteer hours worked.
13.	Improve learning services	Promotion	Maintain the number of sessions held in 2010/11	On target	Maintain the number of sessions held in 2011/12
14.	Reduce Energy Consumption	Environment	Achieve a further reduction of 2.5%	On target	Achieve a further reduction of at least 2.5%

Continues on the next page

Ref.	Measure Name	Linked to Departmental Objective	Target: 2011-2012	Performance: ² 2011-2012	Target: 2012 - 2013
15.	Reduce accidents reported	People	New indicator for 12/13.	N/A	Reduce the number of reported accidents resulting in injuries by 5%.
16.	Prepare strategic presentations for meetings of the Open Spaces, City Gardens and West Ham Park Committee.	Quality	New indicator for 12/13.	N/A	Make a presentation to each Committee meeting during the year and identify future strategic projects.
17.	Maintain our market share of burials.	Quality	Market share of burials to be above 7%.	On Target	Achieve 8% market share of burials.
18.	Maintain our market share of cremations.	Quality	Market share of cremations to be above 24%.	22.5% Achieved	Achieve 23% market share of cremations.
19.	Percentage of income for the Cemetery & Crematorium compared with the target income of £3.95m.	Quality	Achieve 100%.	73% of income achieved at 9 month stage.	Achieve an income target of £4.05m.
20.	Increase the number of cremations using the new fully abated cremator.	Quality	Carry out 50% of cremations using the new cremator.	60% Achieved	Carry out 60% of cremations using the new cremator.

1. Showing progress on the indicators which were agreed for 2011/12 and setting new targets for 2012/13
2. As at the end of December 2011
3. Includes the City of London Cemetery and Crematorium.

5. Key Projects 2012/15

The key projects which have been identified for the next 3 years, at an individual Open Space level, are listed on the following pages, with their target completion dates and confirmation of the themes that they support. The projects for the Directorate are incorporated within the Departmental Improvement Plan in section 4.

Each Superintendent is responsible for individual projects in their areas. The Directorate and the Management Team will co-ordinate the key departmental issues. Other smaller projects being planned across the Open Spaces during this period are detailed in Local Work Plans, together with significant on-going projects and further information can be obtained from the Superintendents.

In general, all these projects are linked to the departmental objectives and will be funded from the appropriate Open Spaces local risk budget. Progress will be subject to the overall departmental financial position, which is outlined in Section 8 of this plan.

Learning and development requirements associated with these projects are contained within the overall departmental Learning and Development Plan.

Key Project	Theme Supported	Expected outcome/measure of success	Current target completion date	2012/13	2013/14	2014/15
BURNHAM BEECHES & STOKE COMMON						
Wood fuel heating system for Estate office	Environment	Install wood fuel boiler system to reduce energy costs, carbon footprint and generate income from RHI	March 2014			
Conservation Grazing Scheme.	Promotion	Produce detailed project design (including livestock purchase and personnel issues). Carry out public consultation and seek funding for delivery	March 2013			
Regeneration of ancient pollards	Quality	Continue programme of experimental projects arising from recommendations of the recent research report	March 2015			
Heathland regeneration.	Environment	Deliver projects detailed in the Stoke Common heathland regeneration plan for years 4-7	March 2015			
Pond Outflow improvements	Environment	Identify capital funding to deliver repairs/improvements and deliver project	March 2014			
Capital funding for Burnham Beeches and Stoke Common.	Quality	Draw up capital works programmes and costs and apply for HLS funding	March 2013			
Sustainability.	Environment	Carry out the requirements of the second Departmental and Local Improvement Plans stemming from the Sustainability Audit System. Carry out the Sustainability audit at both sites	March 2013			
Team Development	People	Develop, implement and evaluate a programme of team learning opportunities to improve service delivery and enhance in-house knowledge base and experience	March 2013			
Introduction of Dog Control Orders	People and Environment	Scope use of Dog Control orders at Burnham Beeches and Stoke Common and produce a consultation, partnership and project delivery plan	March 2013			
Works programme – general.	Quality	Deliver projects detailed in the Burnham Beeches Management Plan for years 3 – 5	March 2015			

Key Project	Theme Supported	Expected outcome/measure of success	Current target completion date	2012/13	2013/14	2014/15
THE CITY COMMONS						
Heritage Conservation Develop & write Heritage Conservation Plans for our scheduled monuments.	Quality	Three summary reports and historical records for Asstead Common, Kenley Common and Farthing Downs, so that we can obtain and retain the Green Heritage Awards for City Commons.	June 2014			
Consultation Strategy Produce policy, procedure & guidance for consulting about plans and projects	Inclusion	A document that will provide guidance based on good practice, so that we review our key stakeholders and improve our arrangements for involving local consultative committees more effectively.	March 2014			
Visitor Survey Collect & analyse data about the people visiting our open spaces.	Inclusion	Annual reports based on regularly collected data, so that we can identify our target audiences and make better informed decisions about promoting our services to local communities.	September 2014			
Biodiversity Conservation Incorporate Environmental Stewardship into our annual work programme.	Environment	10-year work programmes and Biodiversity Conservation Plans for the seven commons incorporating all aspects of our Environmental Stewardship Scheme, including the special projects, so that we can meet our obligations during the first 3 years of our agreement.	March 2014			
Sustainable Development Prepare and implement a new Local Improvement Plan for sustainability.	Environment	A two-year plan that incorporates the relevant objectives from the Departmental Improvement Plan, so that we make improvements to the way we use resources on and around City Commons, with a focus on reducing our use of energy, water and fuel.	March 2015			
Communication Strategy Develop and implement an improvement plan for our marketing & promotion	Promotion	A three-year plan incorporating the City's changes to its website, so that we share information more effectively and encourage greater involvement in our work by local people and communities.	June 2013			
Education Strategy Develop and implement an improvement plan for our provision of education	Promotion	A three-year plan incorporating a locally relevant curriculum and revised interpretation hierarchy, so that we share information more effectively and promote greater knowledge and understanding of our sites and our work.	August 2013			
Volunteer Opportunities Develop and implement an improvement plan for local volunteering.	People	A three-year plan, prepared with the active involvement of our own volunteers, developing our policy, procedures and facilities, so that we provide new opportunities and improve the experience when volunteering across the City Commons.	February 2013			

Key Project	Theme Supported	Expected outcome/measure of success	Current target completion date	2012/13	2013/14	2014/15
<u>EPPING FOREST</u>						
Management Plan – Pre-consultation document	Quality	Commission two consultants, one to write report and one to deliver web-based consultancy.	September 2012			
Management Plan – Development	Quality	Draft tender document, commission consultants and form Working Groups, to deliver the new plan.	March 2013			
New Visitor Centre - Branching Out	Promotion	Launch new centre at Chingford, with interpretative materials and retail fit out.	June 2012			
New Corporate Website	Promotion	Content to be reviewed and Epping Forest pages to be revised.	May 2012			
Golf Course Review	Quality	Review club legal agreements, agree marketing plan, contract tender and audit response	November 2012			
Grazing Strategy Implementation	Environment	Install Phase 2 Invisible fencing, construct cattle grids (subject to Secretary of State approval) and seek consents for Highways fencing.	March 2013			
EF Tree Planting Fund	Environment	Launch Appeal	November 2012			
Highams Park	Environment	Dam project consultation, provide assistance with Scout hut relocation and provide Conservation Management Plan.	March 2013			
Jubilee Pond	Environment	Carry out public consultation, seek planning permission and develop final restoration and landscaping plans.	March 2013			
Forest Standard	Quality	Commission a designer and compile design document.	March 2013			
Land Registration project – Phase 2.	Quality	Further work required to make corrections, clarify boundaries and confirm registration.	March 2013			

Key Project	Theme Supported	Expected outcome/measure of success	Current target completion date	2012/13	2013/14	2014/15
HAMPSTEAD HEATH						
Budget reductions	Quality	Achieve reductions in accordance with July 2011 Management Committee approval and update Members on progress.	March 2014			
City Bridge Trust	Quality	Continue to implement projects and services to promote education and biodiversity that supports communities across Greater London.	March 2014			
Flood Management and Water Quality Project	Quality & Environment	Continue to support the Flood Management and Water Quality project; key stages to success include appointment of a Design team, Detailed Design and successful public consultation and engagement, procurement and implementation.	March 2015			
Additional Works Programme	Quality	Liaise with City Surveyor to implement the agreed programme for additional works for Hampstead Heath.	March 2013			
Sustainable Audit System	Environment	Develop and implement Local Improvement Plan for Hampstead Heath. Undertake audit at Highgate Wood and Queen's Park to review progress with implementation of their improvement plan.	March 2013			
Olympic Celebration	Promotion	Deliver the Festival of Sport and Well Being as the Heath's contribution to the 2012 celebrations and promote the Get Out, Join in theme for other Open Space activities.	December 2012			
City of London Festival & Events	Promotion	Celebration of welcoming the World, as part of the City of London Festival, at Parliament Hill in July 2012. Diamond Jubilee Celebrations at Golders Hill Park, in partnership with the London Borough of Barnet, Affordable Art Fair and other third party events, including fairs, circus and Race for Life.	August 2012			
New Management arrangements for Parliament Hill Bowling Green	Quality	Achieve budget reductions by developing new management arrangements for Parliament Hill Bowling Green. Develop a Management Plan, implement and monitor new management arrangements.	December 2012			
Car Parking Review	Quality & Environment	East Heath Car Park – Implement, subject to planning approval, extension of car park and South End Green area enhancements. Review the options for the future management of the car parks to develop a framework that might help achieve further efficiency savings and ensure legislative compliance.	July 2013			
Policing Plan for the Heath Constabulary	Inclusion & People	Develop a Policing Plan, including a Purpose, Vision and strategic themes, following review, consultation for presentation to Committee.	November 2012			
Cycling	Promotion	Completion of greenways and raise awareness of designated routes.	March 2013			

Key Project	Theme Supported	Expected outcome/measure of success	Current target completion date	2012/13	2013/14	2014/15
<u>HIGHGATE WOOD</u>						
Operational Structures	Quality	Reorganised Highgate Wood operational structure to accommodate the necessary budgetary reductions.	July 2013			
Conservation Management Plan	Promotion	Prepare draft plan, undertake wide public consultation before and seek committee views before adopting CMP.	October 2013			
Woodland management	Environment	Continue to monitor long term management of woodland, detailing the current issues with regard to ecology and compaction.	March 2014			
City Bridge Trust	Quality	Implement projects and develop services identified in obtaining grant funding to provide educational and biodiversity projects that support communities across Greater London	March 2014			
<u>QUEEN'S PARK</u>						
Operational Structures	Quality	Reorganised Queen's Park operational structure to accommodate the necessary budgetary reductions.	July 2013			
Queen's Park Conservation Management Plan	People	Undertake procurement of lead consultant, establish working group, draft plan, undertake wide public consultation and seek committee views before adopting CMP.	March 2014			
Queen's Park Quiet Garden	Quality	Develop and Implement attractive and sustainable bedding schemes identified as part of the budget reviews.	January 2013			
Outdoor Cinema	Environment	Hold at least three outdoor cinema events during 2012 and raise additional income.	December 2012			
Play Area	Inclusion & Environment	Implement construction of 2 items of play equipment in Phase 1 of the play area development. Establish a Fund-Raising Group with the community and hold 3 events/meetings.	December 2012			
City Bridge Trust	Quality	Implement projects and develop services identified in obtaining grant funding to provide educational and biodiversity projects that support communities across Greater London.	March 2014			

Key Project	Theme Supported	Expected outcome/measure of success	Current target completion date	2012/13	2013/14	2014/15
WEST HAM PARK						
Conservation Management Plan	Quality	Complete implementation of Aiming High funding from LB Newham and seek further funding to enable the progress of the playground master plan. Finalise implementation of phase 1 actions in CMP including completion of review of lodges and viability of catering facility. Evaluate order of priorities for Heritage Lottery Funding or other external grant funding against other City Corporation sites and progress bid if feasible.	June 2013			
Nursery Business Plan	Quality	Complete Year 3 actions identified in the Nursery Business Plan and report activity and achievements to Members in April.	April 2013			
London in Bloom	Quality	Participate in and achieve Silver Gilt or better in relevant categories in the London in Bloom campaign.	October 2012			
Capel Manor partnering arrangement	Inclusion/Promotion/People	Complete investigation into shared training/resource opportunities with Capel Manor Horticultural College. Seek to agree a suitable leasing arrangement within The Cedars, complete alterations for florist outlet at Nursery and report progress of scheme development to Members.	September 2014			
Security improvements to sports areas	Quality	Replace perimeter fencing around tennis courts, store and cricket nets.	June 2013			
Newham partnership working	Inclusion	Provide input and participate in strategic planning and activities being led by LB Newham such as Play Partnership (Playbuilder), Biodiversity Action Plan, Sports Development Partnership and other borough organisations i.e. Police, schools etc. Actively seek opportunities for shared services.	Ongoing			
City Bridge Trust	Inclusion/Environment	Implement educational and biodiversity projects using City Bridge Trust Funding secured for 2011-14.	March 2014			
Minimise Park water usage	Environment	Seek to reduce water usage in Park and Nursery through undertaking a full audit of water utilities across the site, implementing action points and good practice gleaned through Sustainability improvement Group and SAS action plan.	September 2014			

Key Project	Theme Supported	Expected outcome/measure of success	Current target completion date	2012/13	2013/14	2014/15
CITY GARDENS						
City Gardens Management Plan	Quality	Produce a prioritised action plan based on the recommendations within the Management Plan and complete year 1 actions.	April 2013			
Crossrail project management	Quality	Provide site related input at project board meetings, annually report to Members, guide reinstatement plans, activity and resource requirements.	March 2015			
London in Bloom	Quality	Participate in and achieve Silver Gilt or better in London in Bloom campaign.	October 2012			
City Gardens vehicles	People/ Environment/ Quality	Undertake a full review of the City Gardens fleet, with a view to ensuring that all vehicles are as environmentally sustainable as possible whilst remaining fit for purpose, and ascertaining whether the current service is providing optimum value for money.	June 2013			
Biodiversity Action Plan 2010-2015	Environment	Deliver the BAP approved actions within the set target dates, including protecting and enhancing City Sites of Local Importance for Nature Conservation.	March 2015			
Lighting review	Environment	Change all existing light bulbs and tubes across the City Gardens for low energy units.	December 2013			
Sustainable Urban Drainage	Environment	Advise on appropriateness and implementation of SUDS in environmental enhancement schemes and monitor water usage in immediate area to ensure positive impact.	March 2014			
Street Scene initiatives	Environment/ Quality	Continue to seek improvements to City Gardens through the Environmental Enhancement Team & Section 106 funding and, where possible, address deficiencies highlighted in the Open Space Strategy.	March 2015			
Health and Safety Processes and Procedures	People	Complete implementation of audit recommendations and update all Safe Systems of Work in line with the generic templates produced by the departmental Health & Safety Improvement Group.	March 2013			
Events Policy	Inclusion/ Promotion	Investigate the implications of the various legislation governing City Gardens and Bunhill Fields with a view to providing guidance for the future marketing and management of events in the Open Spaces.	September 2013			

Key Project	Theme Supported	Expected outcome/measure of success	Current target completion date	2012/13	2013/14	2014/15
<u>CEMETERY & CREMATORIUM</u>						
Traditional Chapel refurbishment	Quality	36 week project to renovate and restore the cemetery's historic cremation chapel allowing a fourth service chapel to come into use for cremations.	December 2012			
Budget income generation	Business Performance	Achieve income target of £4.05 million for the year 2012/13.	April 2013			
Market share of Cremations	Business Performance	Maintain a market share of 23% of cremations when compared with the death rates for our seven local boroughs.	2012/13 Reported Quarterly			
Market share of burials	Business Performance	Maintain a market share of 8% when compared with death rates for our seven local boroughs.	2012/13 Reported Quarterly			
Abatement of Cremations	Environment	Improve air quality by abating 60% of all cremations carried out.	April 2013			
Quality Awards	Quality	Achieve Green Flag and Green Heritage Awards for the site.	August 2012			
Education use	People	Develop the sites use for educational purposes by providing guided walks, educational visits to schools, health professionals and universities and by taking part in Open House.	April 2013			
Stakeholder development	Promotion	Develop relationships with key stakeholders through visits, meetings and regular dialogue. Investigate opportunities for Friend/ Volunteer group involvement in the Cemetery.	April 2013			
Develop IS Systems	Quality	Implement an IS system for the bereavement services team that links all areas of the service on one database. Develop online access for Funeral Directors.	September 2012 March 2013			
Develop a virtual tour	Quality	Produce a virtual tour for the service and historic information that is easily accessible from our website.	April 2013			
Develop medium term schedule for lawn burial provision.	Business Performance	Deliver £25k efficiency savings within the service.	April 2013			

6. Other Key Departmental Activities during 2012/13

STRATEGIC PRESENTATIONS

The Director of Open Spaces introduced presentations to the Open Spaces, City Gardens and West Ham Park Committee in 2011, with a view to evaluating fuller consideration of strategic issues affecting the Open Spaces and developing/improving Open Space strategy. As a result of the presentations to date, the following actions have been agreed:

- Litter removal
 - **Action** – *Report in June 2012 on a proposal to remove litter bins in the City Gardens.*
- Risk Management/ Health and Safety incident reporting
 - **Action** – *New key performance indicator to be introduced in 2012/13.*

Further key areas have been identified for consideration by the Committee and the following presentations have been requested in 2012/13:

- Planning
- Volunteers
- Water Shortages
- Tree Diseases
- Travellers
- Cycling

The outcome of any follow up action will be reported to the Committee during the year.

MANAGING CHANGE AND TRANSFORMATION

- PP2P

The Procurement and Procure to Pay programme will have a major impact on the way the City Corporation purchases its supplies and services in the future and the impact on the Open Spaces Department will be significant. For that reason the Department has recognised the importance of participating in most of the Category Boards that have been established to ensure the successful outcome of the overall programme.

The Department has identified a Change Partner who will be instrumental in supporting the implementation of the City of London Procurement Service and ensuring that the transformation required from this project will be delivered. Given the geographically dispersed nature of the Department, an improvement group and regular management team briefings will also be used in the implementation process.

- Outcome of Strategic Reviews

Following the Strategic Reviews of Finance, HR and IS functions, the Department will continue to work closely with the Head of Finance, HR Business Partner and IS Business Relationship Manager. These officers are invited to attend departmental Senior Management Team meetings to contribute and offer advice on their areas and gain a better understanding of the key issues affecting the Open Spaces.

PROMOTING HEALTH AND WELLBEING

- 2012 Olympics

The Department has developed a campaign in this Olympics year to encourage, engage and inspire communities to use Open Spaces for positive recreation to enhance health and wellbeing. The departmental Wellbeing Festival is a unique chance for our communities to harness the potential of a lasting legacy of hosting the Olympic and Paralympic Games in London in 2012. A programme of activities has been organised across all the Open Spaces with the aim of encouraging their use for walking, cycling, riding and a range of other healthy activities. It is our intention to ensure the programme continues in future years as part of the Olympic legacy.

7. Key Achievements in 2011/12

The City's Open Spaces, including the Cemetery and Crematorium, were awarded 15 Green Flag Awards and 8 areas were also accredited as Green Heritage Sites.

Burnham Beeches:

- Introduction of car park charges at bank holidays and weekends to maintain service standards in the face of budget reductions
- 7500 volunteer hours committed by the local community
- Clearance of 8.5 hectares of scrub and other works to restore heathland on Stoke Common
- Installation of 10kW of Photovoltaic cells to provide electricity of for the estate office
- Pollard restoration works carried out on 45 veteran pollards
- Visitor numbers survey completed and report produced
- Merger of Stoke Common into the Burnham Beeches Charity

City Gardens:

- Gold and category winner, best Floral Display, best Small Cemetery and Small Park of the Year awards in the London in Bloom competition.
- 5 year management plan completed.
- 3rd new play area completed at West Smithfield Garden resulting in a Gold award in the London Garden Squares competition.
- Office move from London Wall to 1 Guildhall Yard completed successfully and resultant savings realised.

West Ham Park:

- Large Park of the Year award in the London in Bloom competition.
- A further £29k secured via Newham's Aiming High programme for further development of the playground.
- Park Management Plan reviewed and updated for 2012-17.
- Competed for and won tender for supply of bedding to some of the Royal Parks for 7 years.

Hampstead Heath:

- A grant was awarded by the City Bridge Trust (CBT) to assist with and support the conservation and education work taking place across the division. This contribution will enable work to continue and develop in these critical areas.
- The Affordable Art Fair was hosted on Hampstead Heath for the first time, in late October. This event was a great success, attracting over 17,000 visitors over the 4 days which it was open to the public; it is hoped that this can be built upon and it is planned that it will return in the future.
- An increase in the number of children attending sessions at the Education Centre and Adventure Playground, with respect to environmental education programmes has taken place.
- Sustainable planning, identified as part of the budget saving programme, has been researched and approved by committee for installation at both Golders Hill Park and Queen's Park.
- Habitat creation and nature conservation work has been carried out at Springett's Wood, including the planting of 6 heritage varieties of fruit trees as part of CBT projects.
- Origins Family Day, a celebration of Pacific Rim culture, part of the City of London Festival took place in June 2011.
- The London Youth Games returned for the 2nd year, after a gap of several years – this was a successful and positive event leading into the Olympic year.

Highgate Wood:

- The office accommodation refurbishment at Highgate Wood is now completed and functioning. This space provides welfare facilities for staff, along with valuable meeting space.
- The meeting space has been used for workshops and consultation with stakeholder groups with respect to the draft Conservation Management plan, which continues to be developed.
- Research has been carried out on the woodland and the reason for oak trees being under duress, this will inform future management of the site.

Queen's Park:

- Planning permission was granted for the redevelopment of the play area and engagement with the local community to carry this project further forward is taking place.

- A successful Book Festival was held in the park in June 2011, organised by the local residents association. There are plans to hold a two day Book Festival in May 2012.
- Two successful outdoor screenings took place in the park in September 2011 with over 1,000 people attending the two films. Due to the popularity of these screenings, three outdoor screening events are being planned for 2012.
- The park now has three bee hives in the Quiet Garden, all of which have proved to be successful and a feature of great interest. Outreach, linked to this project, has taken place with local schools.

City Commons:

- Volunteer hours have increased by 27% during the course of the year.
- New programme of Health Walks introduced on Kenley Common and Farthing Downs.
- All 7 Commons now have new management plans in place, completing a 3 year programme of work.
- Hard landscaping works at Ashtead Common and Riddlesdown (footpath surfacing) and Coulsdon Common (erosion control) have improved access and protection of the Open Spaces.
- The first year of a 3 year programme to establish visitor numbers and profiles has been completed successfully with volunteer help.

Epping Forest:

- HLF Branching Out Project continued to progress and a fully refurbished Butler's Retreat restaurant re-opened, after a three year closure, in February 2012.
- Three car parks have been fully re-designed, renovated and re-landscaped with provision for Blue Badge holders incorporated.
- First VAQAS (Visitor Attraction Quality Assurance Award) was achieved at the High Beach Visitor Centre and the Queen Elizabeth Hunting Lodge was successful for a second successive year.
- Development of the Grazing Strategy progressed with the purchase of 30 English Long Horn Cattle and the installation of innovative invisible fencing, a concept that is a first for the U.K.
- Epping Forest's Community Engagement progressed strongly with a packed programme of events, walks and exhibitions taking place. The comprehensive Visitor Survey was also continued into its second year giving us much greater clarity on issues such as how many visits the Forest receives and the seven newly created User Forums gave Forest users the chance to feedback their thoughts directly.

- Volunteer numbers increased by 18% and Epping Forest now has a record 234 active volunteers. One volunteer was awarded the Freedom of the City of London due to his dedication to Epping Forest and 2011/12 saw the recruitment of our first volunteer Tree Wardens.
- 2011/12 saw a record number of Educational visits to the Queen Elizabeth Hunting Lodge with well over 3,000 school children attending formal learning sessions and a further 750 pupils.
- Epping Forest successfully added to its total acreage by purchasing land at Ivy Chimneys, an area adjacent to the north of the Forest.

Cemetery & Crematorium:

- Achieved 40 paid events at the Ernie Turner Training Centre (our training and event facility).
- Provided or facilitated educational visits from 4 local schools, 2 Universities and 4 professional groups.
- Provided Free monthly Guided History walks throughout the Summer months
- Removed 350ft of conifer hedging and replaced with Beech and Holly (Conservation Management Plan objective).
- Six paid filming events using locations at the Cemetery.

Directorate:

- Open Spaces intranet site updated and new content added.
- Format of new Open Spaces website agreed and content updated.
- 99% of undisputed invoices receipted within 30 days.
- Promotion of a departmental Wellbeing Festival associated with the 2012 Olympics.
- Open Spaces priority projects highlighted in the Green Grid, the GLA's strategic document on London's green infrastructure.
- Transformed a derelict private site St Pancras Church Garden into a new public open space in the City with innovative carved benches.
- Completion of the Playbuilder programme in the City with the re-opening of West Smithfield Garden and play equipment installed on Peter's Hill.
- Queen Elizabeth II Fields Challenge nominations for the former St Paul's Coach Park and Tower Hill Garden.
- Entered into joint agreement with the Kennel Club to take the lead on responsible dog walking.

8. Financial Summary

All of the Open Spaces are funded from City's Cash, the City's own investment funds, (apart from the City Gardens and the City of London Cemetery and Crematorium, which are funded from the City Fund). A summary of the latest approved local risk budgets for 2011/12 and the original budgets for 2012/13 for each Open Space is listed in [Appendix B](#).

The Open Spaces Department took over the management of the City of London Cemetery and Crematorium from September 2011 and the Cemetery and Crematorium is included in all the figures in this summary, to aid comparison.

Financial Summary 2010/11

In 2010/11, the overall final agreed budget for the Open Spaces was £20.05 million, including the Director's local risk net budget of £15.07 million. Within this total, overall underspend was £592,000, of which the Director of Open Spaces' local risk underspend amounted to £69,000 (0.005% of the local risk budget). A request to carry forward £61,000 of this underspend to 2011/12 was approved.

Budget Position 2011/12

The latest approved budget for 2011/12 totals £18.02 million, (including the Director's Local Risk of £12.57 million), a decrease of £2.03 million when compared with the final agreed budget for 2010/11. This decrease is a result of several changes during the year, including approved staffing and other budget reductions, following corporate reviews and a decrease in recharges, although there was an increase in the budget for the Additional Works Programme. The impact of the grant from the City Bridge Trust has also mitigated the budget reductions. At the 9-month stage, forecasts of expenditure and income suggest that the outturn should be in line with the latest approved budget.

Revenue Budget 2012/13

The original provisional revenue budget for 2012/13 totals £17.62 million, (including the Director's Local Risk of £11.91 million), a decrease of £398,000 when compared with the latest approved budget for 2011/12. This decrease relates mainly to the remainder of the 10% reductions being applied to most Chief Officers' local risk budgets.

Among the main elements of the overall budget policy guidelines for 2012/13 originally agreed by the Policy and Resources and Finance Committees were:

- ◆ Continuing the remainder of the approved budget reductions across most local risk budgets for City Fund and City's Cash activities ;
- ◆ A general protection of repairs and maintenance budgets.

City Bridge Trust

The 10% budget reductions have been mitigated, at least in the short term, by a successful bid to the City Bridge Trust in relation to biodiversity, education and outreach work at Hampstead Heath, Queen's Park, Highgate Wood, Epping Forest and West Ham Park. The grant amounts to a total of approximately £1m each year for 2011/12, 2012/13 and 2013/14. The impact on the budget beyond 2013/14 will need to be managed.

City's Cash activities

Following staff changes at most sites in recent years, the new pressures for significant reductions in local risk budgets have required managers to consider all opportunities for income generation, as well as limiting the impact on front line services. Wherever possible, back office efficiencies and new partnership opportunities are being considered.

City Fund

The Department's City Fund expenditure, which is included in the figures above, is accounted for by the City Gardens and the Cemetery and Crematorium. There are a number of factors and potential pressures on the City Gardens budget and the financial effect of sites being included or deleted from the work programme as a result of developments in the City and Street Scene initiatives will need to be kept under review. However the City Gardens will continue to identify further funding opportunities in the future. For the Cemetery and Crematorium the pressure of delivering value for money remains and further income generation or budget reductions will be considered.

Repairs and Maintenance

In addition to on-going scheduled works, the Policy and Resources Committee has agreed an additional programme of repairs and maintenance work to enable the highest priority schemes and precautionary surveys from the City Surveyor's 20 year plan to proceed as soon as possible.

For the Open Spaces the latest approved budget for work carried out in 2011/12 by the City Surveyor's Department is £3.92 million, with an original budget of £4.19 million for 2012/13. This increase is due to this additional programme of work and the phasing of projects across the Open Spaces.

Departmental Financial Management

Each Superintendent through their management team monitors their local risk budget closely. The Director will also continue to hold regular quarterly meetings with each Superintendent, to review progress on keeping within their budget. A review of the overall departmental budget position is also reported to the Open Spaces, City Gardens and West Ham Park Committee every quarter and also to Port Health and Environmental Services Committee for the Cemetery. Following the corporate Finance Review, the Head of Finance in the Chamberlain's Department with responsibility for the Open Spaces, attends bi-monthly meetings to provide financial advice and support to the Senior Management Team.

BREAKDOWN OF EXPENDITURE AND INCOME

The charts below indicate how the overall Local Risk budget for 2012/13, under the control of the Director of Open Spaces, is allocated across each site (all figures in £000's).

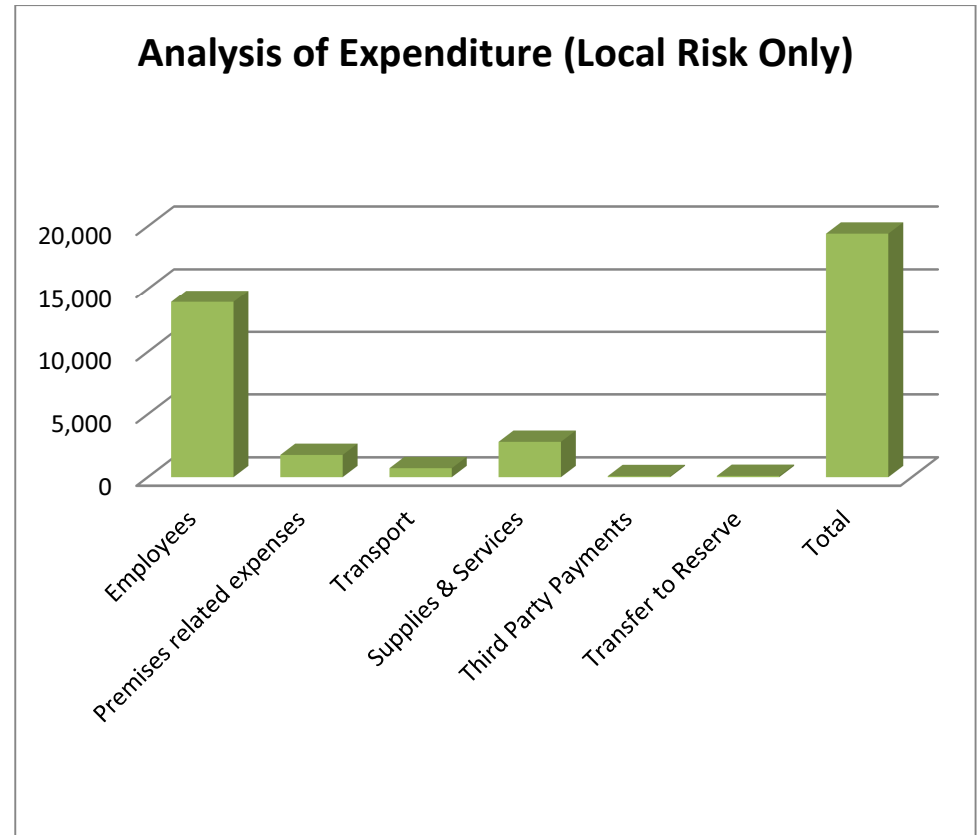
Key:

Local Risk – Expenditure	19,419
Local Risk – Income	7,511-
Net Expenditure	11,908

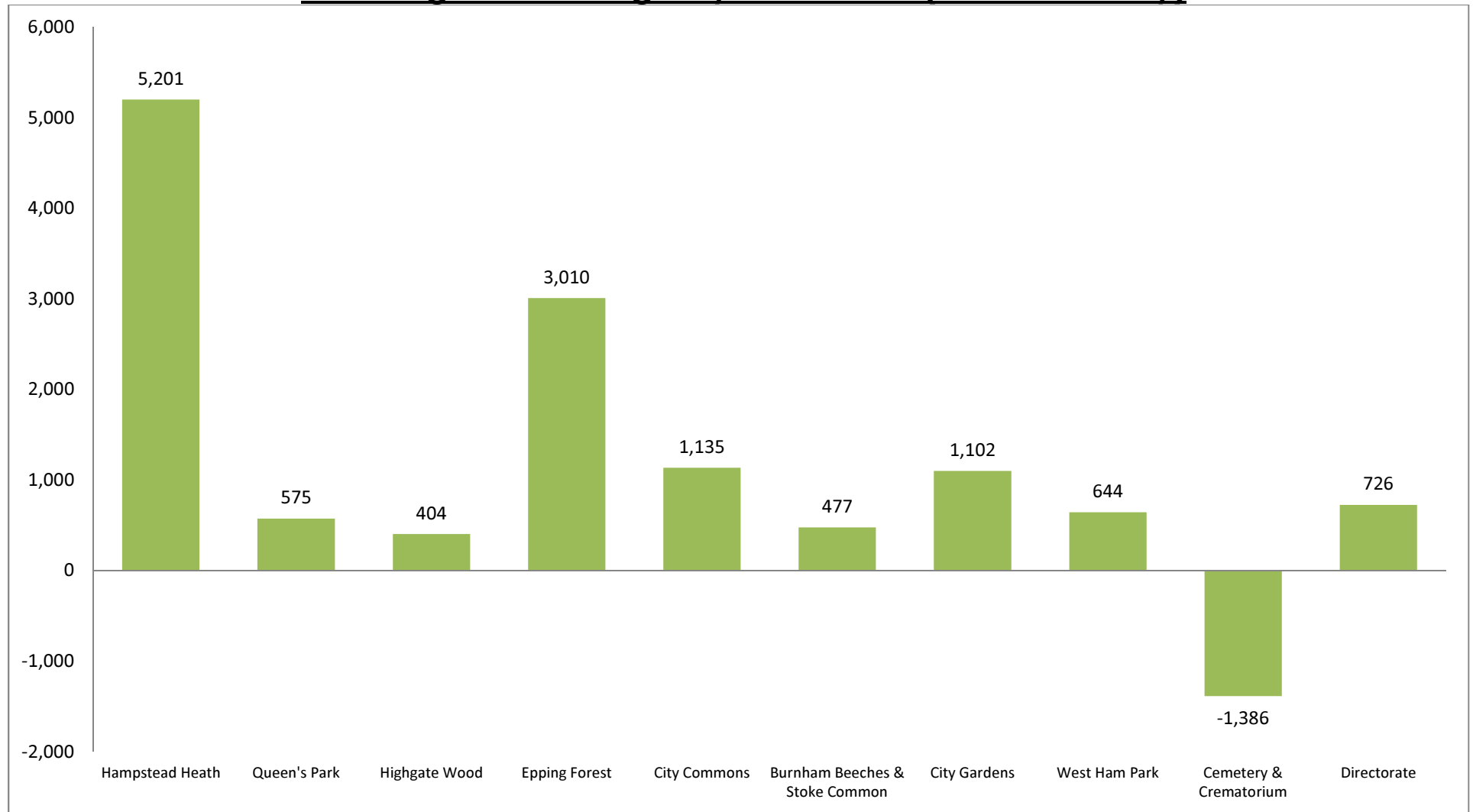
Central Risk	2,228 -
Recharges	3,601
Total Net Expenditure	13,281

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Employees:	13,950
Premises related expenses	1,767
Transport	713
Supplies & services	2,808
Third Party Payments	81
Transfer to Reserve	100
Total	19,419

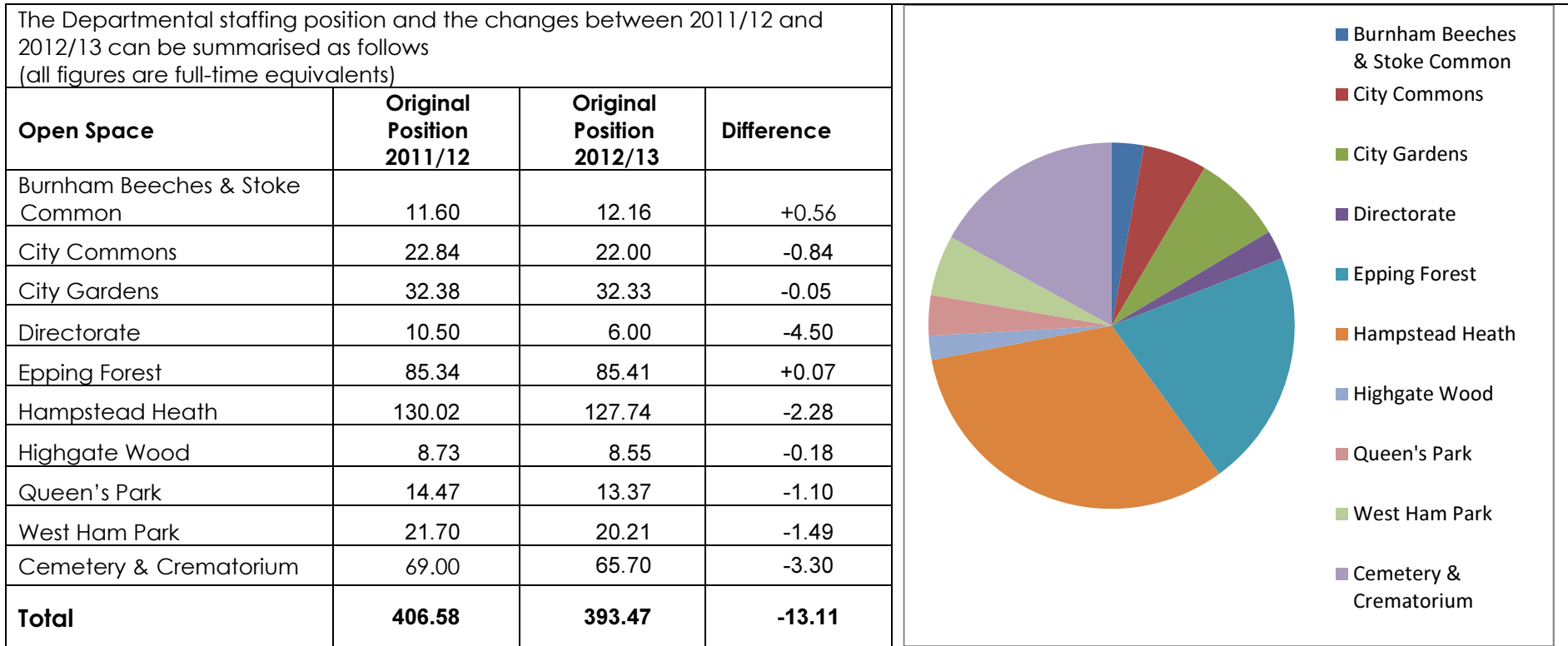


Total Original Net Budget by Site 2012/13 (Local Risk Only)



All figures in £000s

9. Human Resources



These figures include a number of temporary seasonal posts, mainly at Hampstead Heath, that are filled during the busy summer months. Figures are as at December 2011 and precise numbers may change, as they are subject to staffing reviews at individual sites and to the actions required to achieve necessary budget reductions. The staffing numbers also reflect the shift patterns that need to be worked in all the Open Spaces and the cover that is required to provide services 365 days a year. They also include posts at several sites that are currently funded by a grant from the City Bridge Trust.

Total employees costs represent almost 72% of the overall local risk expenditure for 2012/13.

10. Learning and Development

TRAINING / STAFF DEVELOPMENT *(linked to Departmental Objective 5)*

The development of staff remains a high priority within the Department and a comprehensive record of training is now included on TRENT, the corporate HR computerised system for all staff. Individual training needs are identified from the performance and development reviews. While many courses will be arranged by the Department, there is a need to tailor some of the centrally funded courses, with the support of the central training section. A Career Development Framework has been developed by the Learning and Development Improvement Group to provide more information to staff on training options. In the coming year, the response to this Framework will be reviewed by the Improvement Group and an action plan introduced to tackle some new initiatives.

The range of courses that staff in the Open Spaces need to attend, to receive appropriate training for different aspects of their jobs, is extensive and although budget reductions have been necessary, an overall budget of over £70,000 remains in 2012/13 for training courses which are not funded centrally. The revised Departmental Training Manual covers all the roles within the Department within a new generic format and identifies mandatory, health and safety and role related skills and is designed to be used during appraisal discussions. The purpose of this manual is to ensure that all training is linked to the job role and to departmental and organisational objectives. The Department also has a Learning and Development Strategy and reviews key activities annually.

Priorities for 2012/13

The Departmental learning priorities for the coming year support the corporate learning priorities which are:

- Leadership and Management
- Communication
- Managing Change

The priorities will be for all staff to attend all mandatory corporate courses and for existing staff to be provided with refresher training to keep their skills and knowledge fresh in order to fulfil their role to their full potential.

The Department will continue to work with a number of outside agencies including Capel Manor to maximise training opportunities and any new funding initiatives. Such funding helps to fully utilise the training budget within Open Spaces. The Department will continue to support apprenticeships and advance horticultural knowledge and practical skills by allowing a range of students to

work in our Open Spaces sites whilst gaining a recognised horticultural qualification. Apprentices are currently being employed at Epping Forest as part of the Branching Out project and at Queen's Park and Golders Hill Park. A management trainee is gaining experience across the Department and internal secondments will also be encouraged.

GROW

Grow is an initiative run by a consortium of British organisations involved in a wide range of horticultural sectors. Its core objective is to promote careers in horticulture and green space management. The City of London is one of the founding partners of GROW and will continue to promote the initiative. Benefits to us include encouraging recruitment and ensuring a sustainable future for the horticultural/ green space management sector.

TRAINING TO BE UNDERTAKEN

The following areas of training will be developed during the year:

Management Training and Continuing Professional Development:

- Further refresher training will be provided where appropriate to supervisors and team leaders in the coming year to acknowledge the key role they perform. Several senior managers have participated in Ashridge management courses. The Department is also represented at the City Corporation's senior managers' conferences.

Personal Safety and Awareness Training:

- Refresher training on personal safety will be provided to all front line staff in order to enhance their skills for dealing with confrontational situations and keeping safe whilst doing so.

Computer Skills:

- All staff that need good computer skills in their work are encouraged to have appropriate IT training, including Windows 7 which has been rolled out across the Department. To reduce costs, training at local colleges and e-learning courses will be used where appropriate. Creative ways to train staff without any computer skills are also being investigated.

Information Security Training:

- The Department is participating in a programme for data awareness training for all staff, to improve information security. It is proposed that staff with different levels of responsibility will have received the appropriate level of training, through e-learning, during the year.

Tested competence of equipment and machinery:

- Tested competence based training accounts for a significant amount of the Open Spaces staff training time and budget. This is essential to ensure operational skills are kept up to date, improved where necessary and equipment and machinery are operated safely.

Health and Safety:

- A programme of training will be reviewed with the Health and Safety Section to ensure there are competent staff to carry out risk assessments and a Health and Safety culture is promoted. More efficient ways of delivering core Health and Safety training will also be examined, through “tool box talks”.

Departmental Staff Conference:

- The Conferences have provided an opportunity for staff from all sites to meet and discuss current issues, and the key aims and objectives for the Department for the coming year and have been very successful and well received by staff. A joint conference for Managers and other staff is planned for November 2012, which will take place in the most cost effective location.

Progress on achieving this training and evaluating the effectiveness of the courses provided will be monitored quarterly by the departmental Personnel, Learning & Development Improvement Group. Staff with relevant experience have also been identified to help others, for example with IT skills and, where appropriate, they have also been encouraged to identify colleagues as mentors.

WORKFORCE PLANNING:

- The HR Business Partner regularly attends departmental management meetings to offer advice on HR matters. Discussions have taken place between the Director and the Business Partner regarding Workforce Planning for the Open Spaces and the following actions have been proposed for 2012/13 :
- Improve the wellbeing of staff and management of sickness absence by promoting a series of preventative activities
- Developing succession and contingency planning strategies for key roles in the Department
- Developing a retention strategy for arborists at Epping Forest and North London Open Spaces
- Review the Department’s age profile and consider remedial actions to address any potential workforce issues

11. Other Corporate Considerations

ASSET AND PROPERTY MANAGEMENT

The City Surveyor's Department is responsible for providing property asset and property management advice to Open Spaces in support of its operational activities. Responsibilities include the maintenance and repair of all buildings and infrastructure within the Open Spaces. A Service Level Agreement is being developed to define the responsibilities regarding maintenance.

20 year property maintenance plans have been produced for all sites which detail planned and cyclical maintenance. The Additional Works programme which has been approved across all service departments augments the cyclical maintenance works and directs financial resources to existing property assets but does not address new improvement schemes. A budget for the Additional Works programme in 2012/13 has been approved and the City Surveyor is preparing works proposals for consultation for 2013/14.

Proposals to secure additional long term funding to supplement the repair and maintenance budgets have been subject to on-going discussion resulting in a trial scheme for Hampstead Heath. Given the importance of maintaining a high standard for the City's operational assets, other sources of funding are intended to be explored by Open Spaces over the life of the Business Plan where possible including Heritage Lottery Fund (HLF) bids and through partnership approaches. Any proposals which fall outside of the planned revenue works will need to be considered as and when they arise together with any funding implications.

Over the period of this Business Plan, the Director of Open Spaces in conjunction with the City Surveyor will be seeking to identify opportunities to maximise income and control property operating costs including challenging business rates.

EQUALITIES

The Open Spaces seek to provide access for all and updated its Equality Framework in 2011 and a publishing template to demonstrate our compliance with the Equality Duty as defined by the Equality Act 2010. The Department will continue to work with the City's Equality Managers to update this information during 2012/13 and provide appropriate evidence to support the wide range of participation that is available for all groups using the Open Spaces. Equality Impact Assessments will also be carried out for any new projects that are planned.

RISK MANAGEMENT

The updated departmental Risk Register is attached as [Appendix D](#) and mitigating actions are being taken wherever possible to reduce the risks that have been identified. The Open Spaces Department is represented on the City's Risk Management Group, which co-ordinates activity on the corporate policy for this area. The Superintendents are responsible for assessing the level of risk in each Open Space, and developing appropriate plans and procedures. Staff are made aware of their responsibilities for managing and reducing risks, and protecting the City's interests. Risk management reporting for each Open Space charity to the appropriate Committee will be introduced in 2012/13.

The Department also participates in the Joint Emergency Planning and Business Continuity Steering Group and during the year the departmental Business Continuity Plan and local site plans will be kept under review.

HEALTH AND SAFETY

Health & Safety remains a major focus of risk management in the Department with emphasis on working arrangements at local site level as well as management control and monitoring. A departmental Improvement Group meets quarterly with representatives from all sites to consider all Health & Safety issues that are relevant to the Open Spaces. A departmental policy framework for Health & Safety has been developed and during 2012 more use will be made of the intranet to provide staff with health and safety documentation and encourage consistent good practice across the Department.

An internal audit system for monitoring Health & Safety is well established and the identification of Top X risks, [see Appendix E](#), has proved very successful in improving the practice and culture of working safely in the Department. During the autumn of 2012/13 a further audit will be carried out. Open Spaces staff will continue to work closely with the City's Health & Safety managers to build on the protocol developed for the control of contractors and other departmental protocols for areas including legionella and asbestos management.

INFORMATION SYSTEMS

The Department makes extensive use of information technology and all equipment is maintained by the IS Division under a service agreement. A continuous programme of review ensures that our IS provision is current, relevant and appropriate to the Department's needs. Hardware and software issues are monitored quarterly by a departmental IS Improvement Group. Since the corporate review, the IS Business Relationship Manager is now working closely with the Department and attends monthly departmental Management Team meetings.

Given the nature of the work in the Open Spaces and the location of the sites, good communication links are vital. To this end, the Department has its own intranet site which is updated regularly. During 2012, the Open Spaces will also be updating their web pages in preparation for the launch of the new corporate web site in the summer. Where appropriate, staff will also require IS training and this will be provided in house by the IS Division's training team or through e-learning.

12. Protecting the Environment

SUSTAINABILITY *(linked to Departmental Objectives 1 & 3)*

As part of The City Together Strategy, the City of London has developed a number of policies concerned with safeguarding the environment. Their combined aim is to reduce the impact of the City's activities, locally, nationally and globally. The core activity of the Open Spaces Department, to provide and maintain green Open Spaces in the City, in Greater London and beyond, affords a close fit to the City's environmental and sustainability policies and contributes to their aims in many ways. Specific projects that meet the City's policies can be found in the detailed Key Project plans of each division in [Section 5](#). In general terms and for the purposes of this Business Plan, the ways in which the Open Spaces Department will strive to meet the requirements of the City's policies are as follows:

Sustainability Audit System: The Open Spaces Department has developed and introduced a bespoke Sustainability Audit System (SAS). This audit measures management activities against 10 sustainability themes and provides annual improvement plans at a departmental and local level.

- **Action 1:** Energy Performance Certificates to be carried out and displayed at each operational building
- **Action 2:** Continue programme to replace operational lighting with energy efficient equivalents
- **Action 3:** Two additional Open Space Operational buildings to generate a minimum of 10KW of energy (or thermal equivalent) on site by April 2014
- **Action 4:** Achieve a 5% reduction in vehicle fuel use (diesel and petrol)
- **Action 5:** Achieve a 5% reduction in office based print costs

The SAS will be presented to Chief Officers in 2012 so that they may consider it for wider adoption.

Climate Change: The Stern Review has ensured that climate change is now a mainstream economic and social issue, not simply an 'environmental problem'. The City understands the importance of identifying and managing climate change risks to ensure that its services and infrastructure continue to function appropriately and that the City as a whole continues to thrive. It is within this context that the City has developed a 'Climate Adaptation Strategy'.

Global warming and climate change are already having an effect on the Open Spaces and City Gardens managed by the City and while mitigation strategies are vitally important it is also essential to consider how best to adapt to the inevitable changes that will occur in the climate over the next few decades. The Open Spaces Department will continue to identify ways in which it can diminish the impact of its activities thought to be contributing towards climate change particularly in terms of reductions in its energy use and carbon emissions. This will be achieved through the actions recommended in the Departmental Energy Action Plan and the SAS. It will also consider how best to adapt its management to meet those climate change challenges that are now thought to be unavoidable. The Open Spaces will also carry out site specific research into the potential impacts of climate change on biodiversity. These issues will be drawn into future business and management plans as necessary.

The Open Spaces Sustainability Improvement Group will continue to research, promote and co-ordinate the Department's environmental policies and ensure that they continue to meet the requirements of the City Together Strategy and the Corporate Plan. The Improvement Group will provide expertise to deliver the City's Climate Change Mitigation Strategy, which has been developed, and continue to be actively involved on the interdepartmental Sustainability Improvement Group, facilitated by the Town Clerk's Department and provide information to the Members Sustainability Working Group.

Procurement Strategy: The City recognises that, as an organisation spending money on goods and services, we have a duty to investigate environmentally acceptable alternatives and whenever practicable, purchase products and services for our own operations that have minimal impact on the environment. Officers from the Open Spaces will continue to work closely with the Town Clerk's Procurement Team and through the PP2P change process to further improve the availability of 'green products' from corporate suppliers.

Sustainability Policy and Framework: The City has a proud history of looking to the welfare of future generations and has long been aware that a clean environment and economic prosperity go hand in hand with quality of life. The City's Sustainability Framework gives guidance on how to integrate sustainability issues into the project and business planning process. The Department will continue to develop policies and procedures that reflect the City's Sustainability Policy.

BIODIVERSITY:

Biodiversity and ecological stability are of local, national and global importance. The City of London works with many organisations to complement and enhance activities addressing these wider issues. The City of London aims to maximise the biodiversity of its Open Spaces and to protect the complexity and interest of their ecosystems.

Each City of London Open Space has a detailed Site Management Plan that sets out specific biodiversity targets for each habitat type. Many of the habitats found on our sites are those highlighted in the UK Biodiversity Action Plan and under the Department of Environment, Food and Rural Affairs' Environmental Stewardship Scheme. It is important to ensure that we work closely with other organisations, so our efforts to protect the environment in and around London are not carried out in isolation. Partnerships are already being forged to ensure that the City of London's efforts complement those of others, in London and beyond. More details about the opportunities that have been taken to work in partnerships on green infrastructure projects can be found in the Key Partners section of the main plan.

The Open Spaces Department has produced a booklet "Nature of the City" as an introduction to the diverse landscapes and habitats of the City of London's Open Spaces. It highlights the wildlife that makes these sites special and the management required to maintain them, now and for generations to come.

13. Appendices

Appendix A

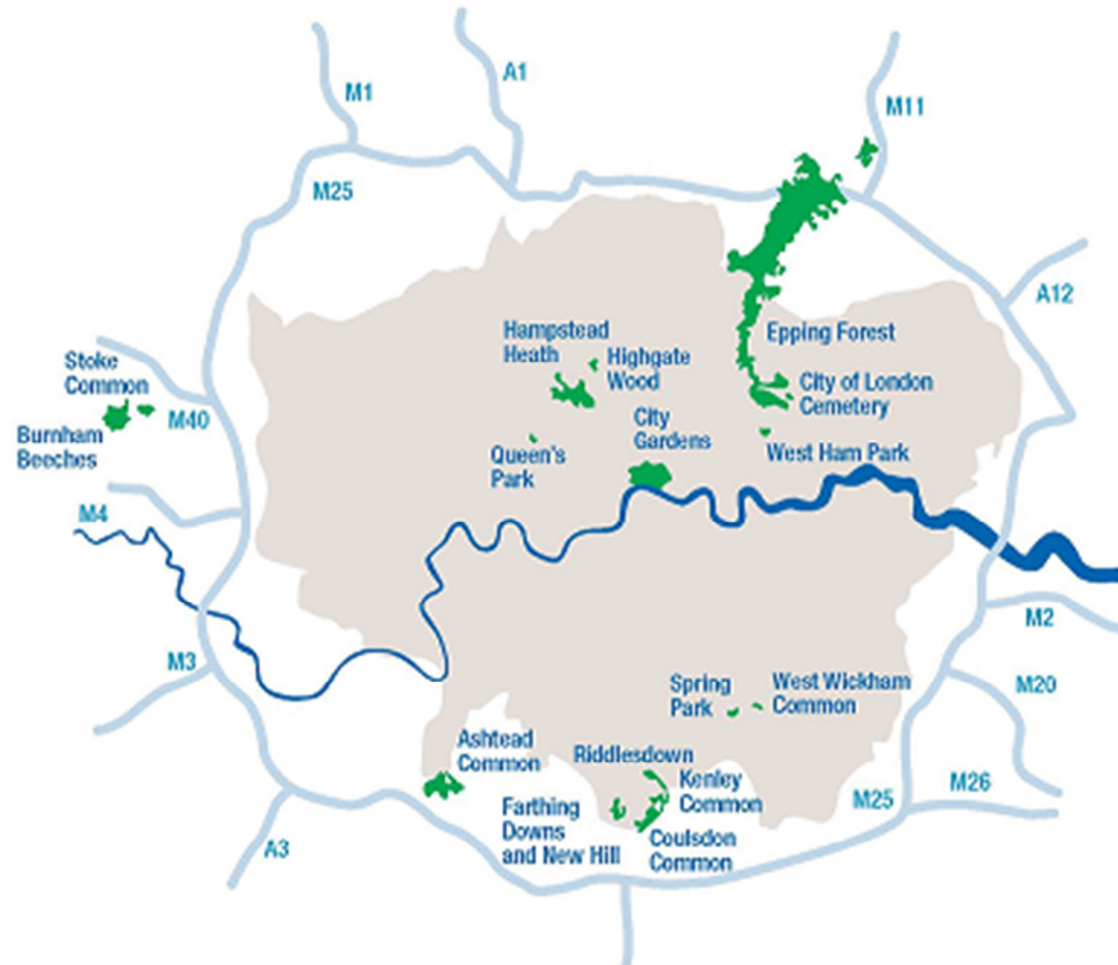
SUMMARY OF SERVICES

The City Corporation owns and manages nearly 11,000 acres (4,435 hectares) of Open Spaces in and around London, as shown on this map. Most of these areas are protected by Acts of Parliament as permanent Open Spaces, which prevent them ever being developed.

The Director and the staff working in the Directorate, based at Guildhall, co-ordinate the overall management of the Department and offer advice and support to the Superintendents who are responsible for the management of their individual sites.

The group of sites managed by the Superintendent of Hampstead Heath, including Highgate Wood and Queen's Park, are referred to within the Department as North London Open Spaces.

The Open Spaces Department has now assumed responsibility for the City of London Cemetery and Crematorium.



The importance of the City's Open Spaces as wildlife habitats is recognised regionally, nationally and internationally. Burnham Beeches and Ashted Common are classified as National Nature Reserves. Epping Forest and Burnham Beeches are also Special Areas of Conservation, under the European Union's Natura 2000 network, and many sites also contain Sites of Special Scientific Interest. In addition some sites are recognised as historically important landscapes and are included in the *English Heritage Register of Parks and Gardens of special historic interest*. All of the sites provide accessible high quality green space for the people of London to enjoy peaceful recreation and sporting activities. The City's Open Spaces success in the Green Flag Awards in 2011 is summarised in section 7.

COMMITTEE REPORTING ARRANGEMENTS

Matters concerning the individual Open Spaces are considered by several City Committees, as required by various Acts of Parliament. Following Governance and Charitable Trust Reviews, the Committees have been reorganised as follows:

- **Open Spaces, City Gardens and West Ham Park Committee**, which determines overall departmental policy and considers strategic and corporate issues, as well as matters relating to City Gardens and West Ham Park.
- **Epping Forest and Commons Committee**, which also considers matters relating to Burnham Beeches and Stoke Common and the City Commons.
- **Hampstead Heath, Highgate Wood and Queen's Park Committee**

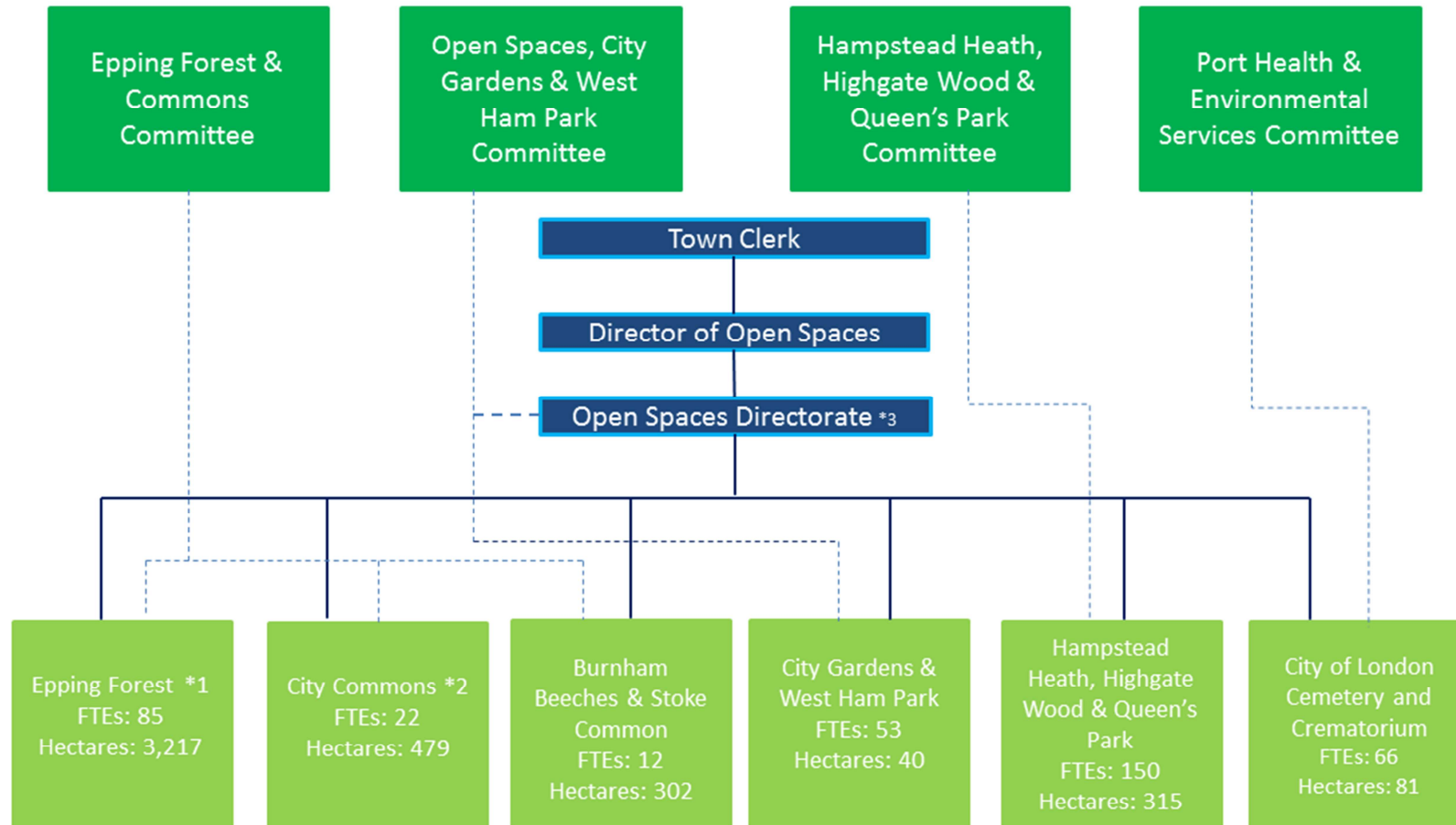
All matters relating to the City of London Cemetery and Crematorium are presented to the

- **Port Health and Environmental Services Committee**

The frequency of the Committee meetings is summarised below:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Open Spaces, City Gardens and West Ham Park Committee		●		●		●	●			●		●
Epping Forest and Commons Committee	●		●		●		●		●		●	
Hampstead Heath, Highgate Wood and Queen's Park Committee	●		●		●		●		●		●	
Port Health and Environmental Services Committee	●		●		●		●		●		●	

City of London Corporation – Open Spaces Organisational Structure



- 1. Epping Forest: includes Woodredon and Warlies Estate, two Grade II* listed parks at Copped Hall and Wanstead Park and the Buffer Lands.
- 2. City Commons: includes Ashted Common, Coulsdon Common, Farthing Downs, New Hill, Kenley Common, Riddlesdown, Spring Park & West Wickham Common
- 3. Directorate: Full Time Equivalents (FTEs) 6

Director of Open Spaces - Expenditure and Income Analysis

Director of Open Spaces (All funds) (Excludes City Surveyor & Director of Environmental Services (now Director of the Built Environment) Local Risk)	Latest Approved Budget 2011/12	Original Budget 2012/13			
	Total £'000	Local Risk £'000	Central Risk £'000	Recharges £'000	Total £'000
Expenditure					
Employees	14,291	13,950	0	0	13,950
Premises Related Expenses	1,820	1,767	0	0	1,767
Transport	738	713	0	0	713
Supplies and Services	2,991	2,808	0	0	2,808
Third Party Payments	81	81	0	0	81
Transfer to Reserve	205	100	0	0	100
Recharges	4,388	0	0	4,315	4,315
Total Expenditure	24,514	19,419	0	4,315	23,734
Income					
Government Grants	(490)	(478)	0	0	(478)
Other Grants, Reimbursements and Contributions	(1,502)	(409)	(1,001)	0	(1,410)
Customer and Client Receipts	(6,550)	(6,612)	0	0	(6,612)
Investment Income	(1,229)	0	(1,229)	0	(1,229)
Transfer from Reserve	(14)	(12)	2	0	(10)
Recharges	(779)	0	0	(714)	(714)
Total Income	(10,564)	(7,511)	(2,228)	(714)	(10,453)
Director of Open Spaces Total	13,950	11,908	(2,228)	3,601	13,281

Fund Committee Division	Latest Approved Budget 2011/12			
	Local Risk £'000	Central Risk £'000	Recharges £'000	Total £'000
City Fund				
Port Health & Environmental Services				
Cemetery & Crematorium	(1,165)	0	1,239	74
Open Spaces				
City Open Spaces	1,117	0	184	1,301
Total City Fund	(48)	0	1,423	1,375
City's Cash				
Directorate	758	0	(778)	(20)
Total Directorate	758	0	(778)	(20)
City's Cash				
Epping Forest and Commons				
Epping Forest	2,761	(18)	926	3,669
Epping – CBT	365	(365)	0	0
HLF – Branching Out	3	0	0	3
Chingford Golf Course	(91)	0	32	(59)
Wanstead Flats	110	0	61	171
Woodredon and Warlies Park Estates	(25)	0	17	(8)
Burnham Beeches	472	0	131	603
Stoke Common	22	0	0	22
City Commons	1,155	0	260	1,415
Total Epping Forest and Commons	4,772	(383)	1,427	5,816

Original Budget 2012/13			
Local Risk £'000	Central Risk £'000	Recharges £'000	Total £'000
(1,386)	0	1,268	(118)
995	0	186	1,181
(391)	0	1,454	1,063
726	0	(732)	(6)
726	0	(732)	(6)
2,6234	(18)	1,034	3,639
366	(366)	0	0
3	0	0	3
(91)	0	29	(62)
134	0	57	191
(25)	0	18	(7)
455	0	120	575
22	0	0	22
1,155	(17)	237	1,392
4,642	(384)	1,495	5,753

Fund Committee Division	Latest Approved Budget 2011/12			
	Local Risk £'000	Central Risk £'000	Recharges £'000	Total £'000
City's Cash Queen's Park and Highgate Wood				
Queen's Park	561	0	107	668
Queens's Park CBT	30	(30)	0	0
Highgate Wood	357	(5)	66	418
Highgate Wood CBT	50	(50)	0	0
Total Queen's Park and Highgate Wood	998	(85)	173	1,086
City's Cash West Ham Park				
West Ham Park (Including the Park Office)	661	(1)	218	878
West Ham Park – CBT Nursery	75 (61)	(75) (2)	0 46	0 (17)
Total Managers of West Ham Park	675	(78)	264	861
City's Cash Open Spaces Committee				
Bunhill Fields	111	0	65	176
Total Bunhill Fields	111	0	65	176

Original Budget 2012/13			
Local Risk £'000	Central Risk £'000	Recharges £'000	Total £'000
545	0	101	646
30	(30)	0	0
354	(5)	61	410
50	(50)	0	0
979	(85)	162	1,056
630	(1)	209	838
75	(75)	0	0
(61)	2	41	(18)
644	(74)	250	820
107	0	64	171
107	0	64	171

Fund	Latest Approved Budget 2011/12				Original Budget 2012/13				
	Committee Division	Local Risk £'000	Central Risk £'000	Recharges £'000	Total £'000	Local Risk £'000	Central Risk £'000	Recharges £'000	Total £'000
City's Cash									
Hampstead Heath									
Hampstead Heath	4,826	(1,205)	1,035	4,656	4,721	(1,205)	908	4,424	
Hampstead Heath – CBT	480	(480)	0	0	480	(480)	0	0	
Total Hampstead Heath	5,306	(1,685)	1,035	4,656	5,201	(1,685)	908	4,424	
Total City's Cash	12,620	(2,231)	2,186	12,575	12,299	(2,228)	2,147	12,218	
Director of Open Spaces	12,572	(2,231)	3,609	13,950	11,908	(2,228)	3,601	13,281	

OVERALL OPEN SPACES BUDGET POSITION					
	Final Agreed Budget 2010/11	Revenue Outturn 2010/11	Variations Overspend/ (Underspend)	Latest Approved Budget 2011/12	Original Budget 2012/13
	£000	£000	£000	£000	£000
Local Risk - Director of Open Spaces	15,067	14,998	(69)	12,572	11,908
Local Risk - City Surveyors	3,150	2,710	(440)	3,920	4,191
Local Risk - Director of Environmental Services (now Director of the Built Environment)	164	146	(18)	150	150
Total Local Risk	18,381	17,854	(527)	16,642	16,249
Central Risk	(1,194)	(1,212)	(18)	(2,231)	(2,228)
Recharges	2,862	2,815	(47)	3,609	3,601
Overall Totals	20,049	19,457	(592)	18,020	17,622

Appendix C

**Departmental Workforce Planning
Employment Monitoring Data - Open Spaces Department**

SNAPSHOT DATA AT DECEMBER 2011	Permanent + FTC & Temp > 1 year	FTC & Temp < 1 year				
Headcount (by type of contract)	345	10				
Full time equivalents	327.1	10				
Service Profile	Up to 1 year	1 – 5 years	6 – 10 years	11 – 20 years	21 – 30 years	31+ years
Department	5.10%	38.00%	20.80%	21.10%	13.20%	1.70%
City	8.75%	34.31%	22.45%	19.55%	12.43%	2.50%
Age Profile	Under 21	21 - 30	31 – 40	41 – 50	51 – 60	61+
Department	0.60%	9.30%	23.70%	37.50%	22.80%	6.20%
City	1.03%	13.64%	24.84%	27.77%	25.54%	7.18%
Ethnic Minority Staff						
Department	9.46%					
City	15.21%					
Female Staff						
Department	26.76%					
City	42.97%					
CALENDAR YEAR DATA FOR 2011						
Sickness Absence days per employee						
Department total	9.34	Short Term	3.35	Long Term	5.99	
City Total	6.89	Short Term	3.17	Long Term	3.72	
Number of Leavers	32					
Annual Turnover %						
Department	17.20%	Involuntary	1.20%			
City	14.30%	Involuntary	2.88%			
Reasons for Leaving	Resigned	Retirement	Dismissal & unsatisfactory probation	Redundancy	End of FTC contract	
	29.31%	8.62%	0.00%	10.34%	51.72%	
Number of Leavers	17	5	0	6	30	

Open Spaces Department Risk Register

Appendix D

The method of assessing risk reflects the City Corporation's standard approach to risk assessment as agreed by the Strategic Risk Management Group. Each risk is assigned a score from 1 to 25 (with 1 being the lowest risk and 25 being the highest risk) using the 5x5 matrix shown on the next page. The matrix assigns a single score to each risk based on its 'impact' and the 'likelihood' of it happening. The SRMG has also issued guidance on interpretation of the 'Impact Terms' used in the matrix.

The register is divided into columns which show the following:

- Risk number
- Risk Direction
- Risk Details
- Risk Owner/ Lead Officer
- Existing Controls
- Likelihood
- Impact
- Status
- Further Action

The resultant scores can be categorised as:

- Low Risk – 1 to 7 (colour coded green);
- Medium Risk – 8 to 18 (amber);
- High Risk – 19 to 25 (red).

Strategic Risk Management Group
The Risk Assessment Matrix

Page 97	IMPACT	LIKELIHOOD					
		CATASTROPHIC	14	20	22	24	25
		SEVERE	11	17	18	21	23
		MODERATE	6	10	13	16	19
		MINOR	3	5	8	12	15
		INSIGNIFICANT	1	2	4	7	9

Strategic Risk Management Group – Impact Assessment Criteria

Impact	Description	Indicators
Insignificant	An event where the impact can be easily absorbed without management effort.	<ul style="list-style-type: none"> ▪ No real impact on service delivery ▪ Short term loss up to £5k adverse variances across one or more budget ▪ Very minor injuries ▪ No sustained reputational damage, does not result in adverse media comment
Minor	Impact can be readily absorbed although some management input or diversion of resources from other activities may be required. The event would not delay or adversely affect a key operation or core business activity.	<ul style="list-style-type: none"> ▪ Disruption on a divisional/ business unit level. Impact on service delivery of little/ no concern to stakeholders ▪ Short term loss of up to £10k, or adverse budget variance of up to 10%. ▪ Slight injuries ▪ Minimal localised reputational damage with minor short-term adverse media comment, early recovery possible
Moderate	An event where the impact cannot be managed under normal operating conditions, requiring some additional resource or Senior Management input or creating a minor delay to operation or core business activity	<ul style="list-style-type: none"> ▪ Serious disruption to service delivery from one department, affecting an isolated group of customers, short term impact on the environment ▪ Short term loss of £100k, or adverse budget variance of 10-25%. ▪ Major/Serious injuries ▪ Breach of regulation/ law leading to sanctions or legal action ▪ Local adverse media comment/ public perception, possible medium/ long-term impact
Major	Major event or serious problem requiring substantial management/ Chief Officer effort and resources to rectify. Would adversely affect or significantly delay an operation and/ or core business activity or result in failure to capitalise on a business opportunity.	<ul style="list-style-type: none"> ▪ Serious disruption to service delivery from more than one department, affecting a range of customers, recovery possible in the short term. ▪ Sustained loss of £5-10m, or short term loss in excess of £1m, or adverse budget variance of 25-50%. ▪ Single fatality/ medium-term impact on quality of life. ▪ Serious breach or regulation/ law causing intervention/ sanctions/ legal action ▪ Short-term adverse media comment on a National level with prolonged comment on a local level leading to long-term damage and a general loss of confidence
Catastrophic	Critical issue causing severe disruption to the City of London, requiring almost total attention of the Leadership Team/ Court of Common Council and significant effort to rectify. An operation or core business activity would not be able to go ahead if this risk materialised.	<ul style="list-style-type: none"> ▪ Catastrophic impact on service delivery across the organisation, protracted recovery period, possibly requiring organisational structure or process change ▪ Sustained loss in excess of £10m per annum or adverse budget variance of greater than 50% inadequate resources to fund essential operations ▪ Multiple fatalities/ long-term impact on quality of lives or permanent impact on the environment ▪ Substantial breach of regulation/ law resulting in prosecution of directors/ Corporation ▪ Substantial adverse media comment on an International/ National level, with long-term impact that may threaten the City Corporation's ability to continue to operate as a service provider.

The descriptors above are indicative of likely outcomes/ materiality measures at each impact level, this table has been developed to assist in ensuring that risk is considered and assessed within the appropriate context. As part of the assessment process, due consideration must be given to the lifetime of a risk; the project lifecycle or duration of the activity, whether this is a one off or a recurring activity and the general proximity of the risk.

Open Spaces Department Risk Register				Owned By	Director of Open Spaces	Version	1	
				Administered By	Support Services Manager	Date	01/12/2011	
Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
1	↓	Threat of death or serious injury resulting in heavy fines and bad publicity, if health and safety procedures fail or other regulations fail.	Director of Open Spaces and Superintendents	The Department has developed an annual H&S auditing system including independent assessment, and has identified Top X risks. Departmental H&S Policy Framework now developed. Mapping of underground services has been carried out across the Department.	Possible	Major	18	Action outcomes from annual audit and accident investigations. Keep Top X risks under review. Alert staff to new mapping arrangements.
2	↓	Buildings/ infrastructure may deteriorate or become unstable/ unusable through insufficient maintenance and may cause serious injury	City Surveyor and the Director of Open Spaces	-City Surveyor undertakes annual surveys and has a 20 year plan of works to maintain the buildings. -The Superintendents have commented on revisions to the maintenance plan including infrastructure. -Extra investment from the additional works programme. Control measures have been introduced for some reservoirs and others are planned. -Corporate training on the Control of Contractors implemented and protocol developed.	Possible	Moderate	13	Further meetings taking place with the City Surveyor to develop a SLA. Develop plan to address Wanstead Park "at risk" status. Departmental legionella and asbestos plans have been completed.

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
3	→	Extreme weather or changing environmental conditions having an effect on site operations and usage.	Superintendents and the City Surveyor	Monitoring of reservoirs required to meet Environment Agency directives. Emergency plans required and being prepared. Regular monitoring of water levels taking place. Planting regimes adapted to take account of changing weather patterns. Departmental Habitat Fire Management Policy developed.	Possible	Catastrophic	22	Completion of Emergency Plans and introduction at all sites. Agree defined responsibilities for the Director of Open Spaces and City Surveyor to address implications of Dam works at Hampstead Heath and Epping Forest.
4	↓	Major incident (e.g. terrorist attack) leading to OS property/ land being incapable of occupation.	City Surveyor and OS Management Team	Departmental contingency plan produced, which allows the work of the Directorate to move to our local offices, if necessary. Adhering to the advice of the Business Continuity team and City Police.	Unlikely	Moderate	10	Review contingency plan annually or after a major incident.
5	→	Service delivery affected by outside factors e.g. pandemic, strikes, fuel shortages & Olympics.	OS Management Team	Departmental pandemic plan produced. Cover can be arranged for staff, but other controls to mitigate the effect of other factors are more difficult. Olympic Resource plan has been produced.	Possible	Moderate	13	Review in the light of any further advice from the Corporate Business Continuity team.

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
6	↑	Failure to secure sufficient external funding for major capital works.	Superintendents of EF and HH	Funding achieved for Wanstead Flats and Branching Out Project. Funding for Hampstead Heath and Wanstead Park still to be identified.	Unlikely	Moderate	10	Project programmes in place to secure funding for Hampstead Heath and Wanstead Park, but will have to follow the further resolution of hydrology issues.
7	→	Unavoidable reduction in income.	Superintendents	All sites monitor their income and debt closely to ensure they remain within their local risk budgets and new income streams have been identified where appropriate. More pressure on budgets due to efficiency savings. Monitoring cross-compliance of ELS/ HLS obligations.	Likely	Moderate	16	Further ways of increasing income to be considered at all sites.
8	↑	Encroaching housing development may have an adverse effect on the Open Spaces, arising from Planning legislation changes	Superintendents	Planning applications monitored closely by Superintendents. Adjoining land is purchased when possible to effect a buffer zone.	Likely	Moderate	16	Monitor further opportunities to purchase land. Need to develop mechanisms and identify new solutions to address planning policy.
9	↓	IS failure affecting service delivery.	IS Division	Risk management included in IS Strategy, numerous measures in place. Departmental business continuity plan has been developed.	Likely	Moderate	16	Continuous review of systems and improvement programme carried out by IS Division.

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
10	→	Impact on Landscape Management of an outbreak of diseases affecting animals (e.g. foot & mouth) Plant and tree diseases, with the potential to alter the character of land and eradicate plants.	Superintendents	Monitor DEFRA websites for updates. Meet all DEFRA guidance on animal welfare, movements and, if outbreak occurs, protection zones. Train relevant staff. Inform public/ restrict access as required. Monitoring Forestry Commission and DEFRA web sites.	Likely	Moderate	16	Continue to monitor arrangements for grazing animals and local animal enclosures. Consider additional vaccination. Review annually. Introducing further measures, based on advice received.
11	→	Loss of specialist statistical information relating to non-supported data.	OS Management Team and IT Manager	Contingency arrangements for IS and premises in place. Dependence on specialist software kept under review by the departmental IS improvement group.	Possible	Moderate	13	Ensure specialist software used as such as ArboTrack is supported in the future by its supplier. Need to consider moving to GIS in the future.
12	→	Increase fly-tipping, including handling hazardous substances, with risk of contamination, risk of environmental damage, landfill tax.	Superintendents	Ensure staff are appropriately briefed.	Likely	Moderate	16	Promote the need for increased fines and ensure more publicity to highlight the issue.
13	↑	Implications of increasing energy costs.	Superintendents	Departmental Improvement Group and a Departmental Energy Action Plan.	Likely	Moderate	16	Demand to reach Carbon Reduction Commitment.
14	→	Inability to deliver additional burial space.	Superintendent and Registrar	Scheme to use more of existing burial space and reuse graves.	Possible	Moderate	13	Developing a project to prepare additional space for 10 years' time.

Top X Submission:	Mar-12	Department: Open Spaces
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Reference	Task	Hazard and Consequence	Rating	Likelihood	Rating	Risk	Proposed Action	Revised Risk	Current Tolerance	Revised Tolerance
1	Excavation, inserting stakes or posts or working near under-ground hazards	Utilities infrastructure such as electric cables, gas, oil or water pipes, unexploded ordnance, due to digging or insertion below ground. Danger of: electrocution; flooding; explosion; pollution; service disruption. Resulting in: major injury or fatality.	3	Mapping of underground services available locally. Liaison with utility companies. Local Control of Contractor procedures. Staff training and experience incl Control of Contractors course. Draft corporate protocol for the Control of Contractors agreed. Area checked for service covers, location signs and recorded site information before breaking ground. Trained operatives scan with detection equipment prior to excavating. Excavation procedures in place. Appropriate excavation tools used.	2	6	1 Monitor divisional procedures. 2 Monitor completion of corporate protocol for Control of Contractors	6	AMBER	AMBER
2	Managing contractors and other third parties on site	Vehicle movements; working at height; use of equipment; repairs and maintenance operations. Danger of: failure of infrastructure; collisions; exposure to asbestos; falls. Resulting in: major injury or fatality.	3	Local Control of Contractor procedures; Staff training and experience; Vehicle procedures; Asbestos awareness surveys and training; Draft corporate protocol for the Control of Contractors agreed; Control of Contractors course attended by appropriate staff. Site access.	2	6	1 Monitoring current divisional Control of Contractors procedures. 2 Monitoring of the impact of the corporate protocol and reporting to the quarterly OS H&S IG.	3	AMBER	AMBER
3	Working at Height	Carrying out general repairs and maintenance; arboricultural works; maintenance of equipment. Danger of: falls; being hit by falling object. Resulting in: major injury or fatality	3	LOLER inspections in place; risk assessments in place; trained working platform operators; trained ladder inspectors at many sites in OS; ladder inspection regime in place; platforms purchased and resulting in reduced amount of climbing; trained arboricultural teams; Occupational Health focus on working at height; 'tool box' talks for non arboricultural teams.	2	6	1 Continued emphasis on training and awareness. 2 Monitoring of occupational health aspects of working at heights.	6	AMBER	AMBER
4	Working with the Public	Physical and/or verbal assault by members of the public. Exposure to firearms, offensive weapons, incl dogs. Threats to staff, personal property and tied accommodation. Dealing with people who may react in an unexpected way when approached. Danger of: physical harm – ABH, GBH; stress. Resulting in: major physical or mental injury or fatality.	3	High public use and a large percentage of staff are lone working at some time. Regular incidents occur at busier sites. Personal Safety Training for all permanent members of staff at risk. Induction for seasonal staff. Lone Working Policy and Safe Systems of Work in place including procedures for notifying when staff are on and off duty along with radios/phones. Additional security at high risk locations, e.g. Lido and Mixed Bathing Pond on HH, during peak season. Hampstead Heath Constabulary and Epping Keepers maintain frequent communication with local police; regular liaison with police at other sites. Emergency Action Plans in place.	2	6	1 Continued emphasis on training and awareness. 2 Update Personal Safety Training as necessary.	6	AMBER	AMBER
5	Working near to the roadside	Traffic accidents involving staff, contractors or members of the public. Includes pedestrians on shared use internal roads. Danger of: impact/collision. Resulting in: major injury or fatality.	3	Roadside working is undertaken by staff/contractors that carry out road side tree safety works/surveys and litter pickers. Risk Assessments and Safe System of Work in place. Use of cones, signs and hi-visibility clothing. Site speed limits. Reducing speed limit at EF	2	6	Continued training on roadside working including correct procedures, signage and PPE.	6	AMBER	AMBER
6	Reservoirs	Large retained waterbodies. Danger of: overtopping, dam failure and flooding Resulting in: destruction of property, serious injury or death.	3	Interim measures at Hampstead Heath include emergency plan, telemetry system, engagement of emergency contractor, monitoring and inspection. This should provide early warning of a risk of overtopping to allow steps to reduce likelihood of overtopping, failing which, to allow LB Camden and Police initiate their Off-site Emergency Plan. Reservoirs at Epping Forest also need to be considered.	2	6	Implement the Dams capital project as soon as feasible to mitigate the likelihood of overtopping and flooding.	3	AMBER	AMBER
7	Controlled use of firearms	Guns, incl bolt guns, used by staff for work activities. Danger of: accidental discharge or misuse. Resulting in: major injury or fatality.	3	Minimum number of guns for operational requirement securely stored as per certification. Inspection. Training. Licencing. Operational procedures. Operating in a public area.	2	6	Monitor current procedures. Review RA at EF for guns.	3	AMBER	AMBER
8	Unsafe memorials	Memorial structures becoming unstable and falling on someone. Danger of: crushing. Resulting in: major injury or fatality.	3	Instability factors include wildlife burrowing under memorials, unknown specification or poor construction, subsidence, tree roots, vandalism, age, design and materials. Public and staff in close proximity to memorials. Local monitoring in place. Repair programme and exclusion of the public from most of the memorials at Bunhill Fields. City Churchyards memorial conditions unrecorded. City Cem & Crem have 90k memorials. All have been inspected and re-inspected in 5yr cycle and remedial works carried out. All new memorials inspected when commissioned.	2	6	Complete repair programme at Bunhill Fields. Ongoing monitoring and inspection. Put inspection of City Churchyard memorials in place.	6	AMBER	AMBER

Open Spaces Department Improvement Groups

Appendix F

In order to enhance the services provided by the Department, a number of improvement groups will continue to meet with representatives from all sites, to agree policies and formulate a consistent approach for specific areas of work, and build on the positive results achieved to date. In the coming year, these groups will continue to address a range of operational issues, with the aim of achieving good practices across the Department. Each improvement group meets regularly and is chaired by a member of the departmental Management Team, as shown below, with its main objectives.

Group / Chairman	Objectives for 2012/13
Biodiversity <i>Superintendent of Burnham Beeches</i>	Encourage a common and consistent approach to issues about ecology and conservation that is relevant to the Open Spaces Department, and share ideas and expertise. Disseminate learning/ research across the profession.
Environment/ Sustainability <i>Superintendent of Burnham Beeches</i>	Deliver the second 'Departmental Improvement plan' according to the agreed timetable. Carry out Sustainability Audits at Burnham Beeches, Highgate Wood, City Commons, West Ham Park and Queens Park.
Finance <i>Support Services Manager</i>	Review all finance arrangements across the Department. Develop departmental procedures in line with Financial Regulations and share ideas to achieve consistency across all sites on all finance related matters.
Health & Safety <i>Director of Open Spaces</i>	Promote and encourage consultation, participation and co-operation between staff at all levels in investigating, developing and carrying out measures to ensure a safe and healthy working environment.
Information Systems <i>Superintendent of the City Commons</i>	Share good practice, develop common standards and keep up to date in the use of computer hardware and software across the Department and Organisation.
2012 Olympics <i>Superintendent of Hampstead Heath</i>	Consider how the facilities and activities across the Open Spaces can contribute to the City's support for the Games and achieve a lasting legacy with increased usage supported through partnership working.
Personnel, Learning & Development <i>Support Services Manager</i>	Review the Career Development Framework and all training course arrangements and budgets across the Department and identify training needs. Develop an effective method of evaluating training, share ideas and review all major personnel initiatives.
Procurement <i>Superintendent of Parks & Gardens</i>	Cascade from and feedback to project boards, working groups and the Change Partner network, regarding the PP2P project. Encourage and guide a co-ordinated and consistent approach to purchasing across the Open Spaces, where applicable establish Departmental contracts for supplies and services to realise revenue savings through increased purchasing powers.
Interpretation <i>Director of Open Spaces</i>	Raise the profile of the Open Spaces and deliver a consistent departmental style for leaflets and other printed material, noticeboards and the storage of photographs. Consider marketing opportunities and update the information on the departmental web and intranet sites and discuss its effectiveness.
Transport <i>Superintendent of the City Commons</i>	Ensure that Corporate requirements are complied with, that best practice is shared and that common standards are in place relating to the management of vehicles including their acquisition, maintenance and disposal.
Volunteering <i>Superintendent of the City Commons</i>	Inspire people to volunteer by creating a culture of volunteering that is inclusive, informative, safe, dynamic and fun, whilst ensuring that each volunteers' contribution is recognised and valued.

Open Spaces Business Plan 2012 – 2015 Summary

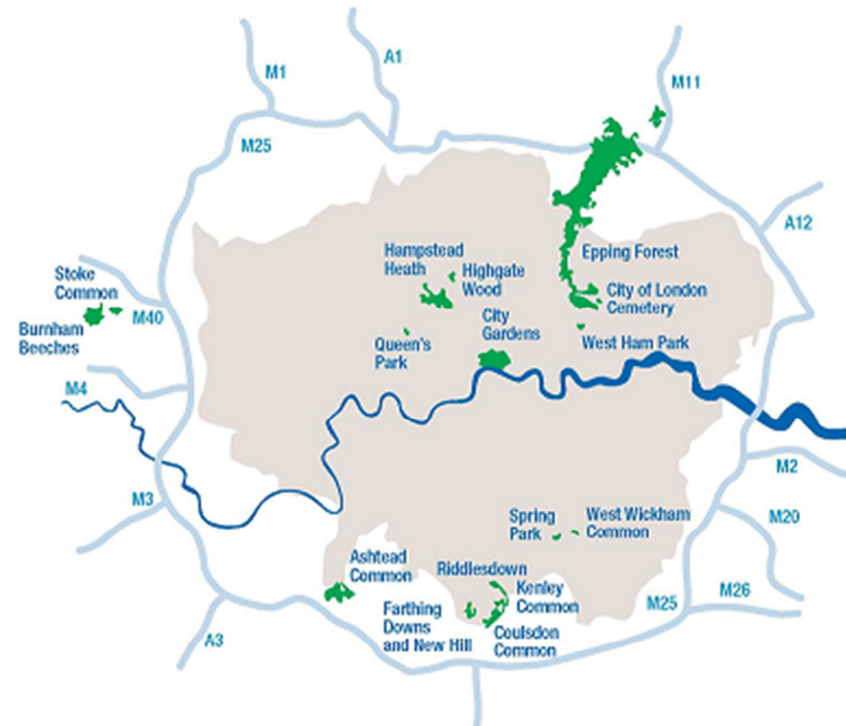
Our **Strategic Aims** are:

- Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation.
- Involve communities and partners in developing a sense of place through the care and management of our sites.
- Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations.
- Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living.
- Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance.

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Our **Key Objectives** are:

- Achieve nationally recognised standards and deliver value for money in providing our Open Space service.
- Extend partnership-working within the community and continue to develop closer links with local authorities, to improve the way we involve people in decision making.
- Ensure that measures to promote sustainability, biodiversity and heritage are embedded in the Department's work.
- Market our services and provide events and opportunities to learn for all within our communities.
- Provide focused learning opportunities for staff and volunteers to feel confident in meeting the changing needs of the organisation.



Our Key Performance Indicators are:

Measure Name	Target: 2011-2012	Performance 2011-2012 (as at December 2011)	Target: 2012 - 2013
Effective budget management and make efficiency savings	Make further savings of 12.5% to meet corporate reduction target	On target	Ensure net expenditure is within local risk budget.
Increase departmental income	Raise by a further 5% compared to the original 2010/11 budget	On target	Raise by a further 5% compared to the original 2011/12 budget
Efficient receipting of invoices	Maintain 99% target and also receipt 70% of SME invoices in 10 days	On target and 1% above the City average	Maintain 99% target and also receipt 70% of SME invoices in 10 days
Respond to written complaints and general correspondence within 10 working days	Achieve this and other Service Response Standards	On target	Achieve this and other Service Response Standards
Respond to Freedom of Information Act enquiries within 20 working days.	100%	On target	100%
Minimise working days lost through sickness	Below both the average for the City Corporation and for operational departments	On target	Below both the average for the City Corporation and for operational departments
Improve take up of training course programme	Reduce the number of lost training days by a further 5%	On target	Reduce the level of training days lost.
Achieve external accreditation (1)	Maintain or improve Green Flag ratings	All 15 Open Spaces received the award in 2011 (3)	Maintain or improve Green Flag ratings
Achieve external accreditation (2)	Retain Green Heritage award for 7 sites	8 sites received the Green Heritage award (3)	Retain Green Heritage award for 8 sites
Carry out a sustainability audit	Complete phase 2 of the audit at the remaining sites	Achieved	Complete the audit at selected sites.
Increase the accuracy of customer satisfaction measures	A further 200 completed GreenSTAT questionnaires received	On target	Develop a rolling programme of site surveys.
Expand volunteer working	Achieve a further 3% increase in volunteer hours worked	On target	Increase the level of volunteer hours worked.
Improve learning services	Maintain the number of sessions held in 2010/11	On target	Maintain the number of sessions held in 2011/12
Reduce Energy Consumption	Achieve a further reduction of 2.5%	On target	Achieve a further reduction of at least 2.5%
Reduce Accidents Reported	New Indicator 12/13	N/A	Reduce the number of reported accidents resulting in injuries by 5%.
Prepare strategic Presentations to Open Spaces, City Gardens and West Ham Park Committee.	New indicator for 12/13	N/A	Make a presentation to each Committee meeting during the year and identify future strategic projects.
Maintain our market share of burials.	Market share of burials to be above 7%.	On target	Achieve 8% market share of burials.
Maintain our market share of cremations.	Market share of cremations to be above 24%.	22.5% Achieved	Achieve 23% market share of cremations.
Percentage of income for the Cemetery & Crematorium compared with the target income of £3.95m.	Achieve 100%.	73% income achieved at 9 month stage.	Achieve an income target of £4.05m.
Increase the number of cremations using the new fully abated cremator.	Carry out 50% of cremations using the new cremator.	60% Achieved	Carry out 60% of cremations using the new cremator.

Our Financial Information⁽²⁾:

	2010/11 Actual	2011/12 Original Budget	2011/12 Revised Budget (latest)	2011/12 Actual Outturn (1)		2012/13 Original Budget
	£000	£000	£000	£000	%	£000
Employees	14,098	14,569	14,291	14,291	100	13,950
Premises	2,790	1,662	1,820	1,820	100	1,767
Transport	976	725	738	738	100	713
Supplies & Services	3,715	2,978	2,991	2,991	100	2,808
Third Party Payments	104	81	81	81	100	81
Transfer to Reserve	194	100	205	205	100	100
Unidentified Savings	0	(117)	0	0	100	0
Total Expenditure	21,877	19,998	20,126	20,126	100	19,419
Total Income	(7,723)	(7,394)	(7,554)	(7,554)	100	(7,511)
Total Local Risk	14,154	12,604	12,572	12,572	100	11,908
Total Central Risk	(1,214)	(2,205)	(2,231)	(2,231)	100	(2,228)
Total Local and Central	12,940	10,399	10,341	10,341	100	9,680
Recharges	4,036	3,750	3,609	3,609	100	3,601
Total Net Expenditure	16,976	14,149	13,950	13,950	100	13,281

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Notes on Financial Information:

1. Anticipated outturn as at December 2011.
2. Figures include the Cemetery & Crematorium for all years, but exclude City Surveyor & Director of Environmental Services (now Director of the Built Environment).

Notes on Staffing Information:

1. Position at December 2011
2. Calendar year data for 2011

Our Staffing is made up of:

- 345 permanent staff (327.1 FTEs)
- Age profile
 - Under 21 - 0.60%
 - 21 – 30 – 9.30%
 - 31 – 40 – 23.70%
 - 41 – 50 – 37.50%
 - 51 – 60 – 22.80%
 - 61+ - 6.20%
- Service profile
 - Up to 5 years 43.10%
 - 6 – 20 years 41.90%
 - 21+ years 14.90%
- Ethic Minority Staff 9.46%
- Female staff 26.76%
(All above see note 1)
- Sickness absence per employee
 - Short term 3.35 days
 - Long term 5.99 days
- Annual turnover 17.20%
(All above see note 2)

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Committee(s):	Date(s):	Item no.
Open Spaces, City Gardens & West Ham Park Policy & Resources	24 April	
	3 May	
Subject: Consultation on the Implementation of Amendments to the Reservoirs Act 1975	Public	
Report of: The City Surveyor	For Decision	

Summary

The Department for Environment, Food and Rural Affairs (Defra) have published a consultation on the Implementation of Amendments to the Reservoirs Act 1975 (the 1975 Act) which closes on 17 May 2010. The consultation considers a number of changes to the 1975 Act including reducing the threshold at which a water body is considered a large raised reservoir from 25,000 cubic metres to 10,000 cubic metres. Changes to the reporting and monitoring regime are also proposed.

The City is already a statutory undertaker for several large raised reservoirs on Hampstead Heath and Epping Forest, and the current proposals will extend this duty to other large bodies of water held by the City.

To enable a detailed response to be prepared, it is proposed that approval of the final response be delegated to the Town Clerk in Consultation with the Chairmen and Deputy Chairmen of the appropriate Committees.

Recommendations

It is recommended that:-

- Approval of the detailed response to the Consultation on the Implementation of Amendments to the Reservoirs Act 1975 be delegated to the Town Clerk in the consultation with the Chairmen and Deputy Chairmen of Open Spaces, City Gardens, West Ham Park, Policy & Resources, Hampstead Heath, Highgate Wood & Queens Park, and Epping Forest & Commons Committees

Main Report

Background

1. The Department for Environment, Food and Rural Affairs (Defra) have published a consultation on the Implementation of Amendments to the Reservoirs Act 1975 (the 1975 Act). The consultation closes on 17 May

2010. This is the latest in a series of consultations on different elements of the Flood Water Management Act 2010 (the 2010 Act). The 2010 Act followed the serious flooding that occurred in the summer of 2007 and legislated on a variety of issues related to flooding including strategic coordination, coastal flooding, fluvial flooding, drainage and reservoirs. This consultation document refers specifically to the provisions on large raised reservoirs.

2. In broad terms, the 2010 Act extends the provisions of the 1975 Act by introducing a new lower threshold at which a body of water is considered a “large raised reservoir”. There are also provisions for secondary legislation including (pertinently to the City):-
 - a. Defining a structure or area to be treated as a large raised reservoirs including considerations of their proximity to or potential to interact with other structures or areas (i.e. cascade reservoirs)
 - b. The introduction of charges covering all reservoirs.
 - c. Increases the extent of criminal liability from the 1975 Act.
3. The UK and Welsh Governments propose to commence implementation in two phases – the first phase coming into effect in Autumn 2012 and applying to those existing large raised reservoirs capable of holding more than 25,000 cubic metres of water above the natural level of the surrounding land (i.e those covered by the 1975 Act); and the second phase coming into effect at a yet unspecified later date and which will apply to the new threshold 10,000 cubic metres. As undertaker for a number of large raised reservoirs capable of holding more than 25,000 cubic meters, the City will be covered by the first phase of implementation in autumn this year.
4. Currently the Hampstead No 1, Highgate Men’s Bathing Pond and Model Boating Pond are designated as large raised reservoirs. It is expected that all the ponds which make up the Hampstead and Highgate chains will considered as High Risk Reservoirs as they are in cascades. At Epping Forest there are currently five ponds subject to the 1975 Act (Highams Park Lake, Perch Pond, Ornamental Water, Heronry Pond and Connaught Water). Under the new proposals, it is likely that additionally, both Leg of Mutton and Baldwins Pond will also be covered by the second phase of the legislation which introduces the lower threshold of 10,000 cubic metres.

Current Position

5. The City is a statutory undertaker for a number of large raised reservoirs including Highams Park Lake in Epping Forrest, and the Hampstead No 1, Highgate Men’s Bathing Pond and Model Boating Pond at Hampstead Heath. These reservoirs are covered by the provisions of the 1975 Act, and Members will be aware that officers are already progressing the Hampstead

Heath Hydrology project and have submitted a project proposal for works at Highams Park Lake to ensure compliance with the provisions of the 1975 Act incorporating the 2010 Act amendments.

6. This legislation will increase the number of ponds included within the statutory framework of the legislation. The impact of this is slightly reduced as we already operate best practice in this area and already treat many of these ponds as if they are reservoirs. The extension of legislation means will be an increased risk of non-compliance with the revised legislation. There will also be an increased cost for complying with the legislation arising from registration fees and the submission of additional information may be required.
7. As the consultation impacts on the high profile dams project at Hampstead Heath and elsewhere, officers have sought a meeting with Defra to discuss the consultation.

The Consultation

8. The Consultation is divided into a number of sections, and proposals are made in regards to: Large Raised Reservoirs: Capacity, Exemptions & Registration; Monitoring, Supervision & Inspections; Construction, Alteration, Abandonment & Discontinuance; Flood Plans; Panels of Engineers & Engineer Reports; Appeals' Criminal Sanctions and Expenses and Charges.
9. Key issues for the City include the approach to cascade reservoirs as this impacts on the two chains of ponds on Hampstead Heath, increased cost in compliance arising from increased reporting to the Environment Agency and changes to criminal liability.

Options

10. As the City is the undertaker for a number of water bodies currently defined as large raised reservoirs, and other water bodies officers have been assessing the implementation of the 2010 Act. To aid this process, officers have requested a meeting with Defra. As the proposed meeting with Defra has not yet taken place, and officers are still assessing the detailed impact of the proposed changes, it is proposed that the detailed response be delegated to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Open Spaces, City Gardens & West Ham Park Committee, Hampstead Heath, Highgate Wood & Queens Park Committee, Epping Forest and Commons Committee and Policy & Resources Committee.

Corporate & Strategic Implications

11. The City of London manages a number of water bodies at Epping Forest and Hampstead Heath as part of our commitment to provide valued services to London and the nation. An increased number of these water bodies will be

covered by the legislation due to the reduced threshold at which a water body is considered a large raised reservoir.

Implications

12. Whilst it is anticipated that there will be increased costs to the City in complying with this legislation, detailed legal and financial implications will be laid out in the delegated report.

Conclusion

13. To enable a final response to the consultation to be prepared, it is proposed that the final response be delegated to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Open Spaces, City Gardens & West Ham Park Committee, Hampstead Heath, Highgate Wood & Queens Park Committee, Epping Forest and Commons Committee and Policy & Resources Committee.

Background Papers:

- Reservoir Safety in England and Wales: Consultation on the Implementation of Amendments to the Reservoirs Act 1975

Contact:

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Committee(s):	Date(s):	Item no.
Open Spaces, City Gardens and West Ham Park Committee (For discussion)	25 April 2012	
Planning & Transportation (For adoption)	15 May 2012	
Subject: Tree Strategy SPD: Adoption		Public
Report of: City Planning Officer		For Decision
<u>Summary</u>		
<p>A draft Tree Strategy Supplementary Planning Document (SPD) was issued for public consultation during October/November 2011. In response to comments received a number of amendments are proposed, as set out in Appendix 2 of this report.</p> <p>Recommendations</p> <ul style="list-style-type: none"> • The amendments to the Tree Strategy Supplementary Planning Document (Appendix 2) be agreed by Open Spaces, City Gardens and West Ham Park Committee • The matter be referred to the Planning and Transportation Committee for Members to agree the amendments to the Tree Strategy Supplementary Planning Document (Appendix 2) • Members of the Planning and Transportation Committee resolve to adopt the amended Tree Strategy SPD. 		

Main Report

Background

1. Supplementary Planning Documents (SPDs) form part of the Local Development Framework (LDF) and provide further explanation of the development plan policies in the Core Strategy. Legislation requires that the public are consulted in their preparation, including the publication of a draft SPD for comment.

Current Position

2. On the 4th October 2011 the Planning and Transportation Committee agreed the text of the draft Tree Strategy SPD for consultation. Prior to this, the draft SPD was reported to the Open Spaces, City Gardens and West Ham Park Committee on the 20th June 2011. The SPD provides further explanation of the development plan policies in the Core Strategy for the protection and management of trees in the City of London and sets out the existing policies and guidance. The draft SPD was made available for public consultation for a six week period from 10th October to 21st November 2011.
3. The draft Tree Strategy SPD was issued for consultation concurrently with five other draft SPDs, which were approved in finalised form by the Planning and Transportation Committee on the 31st January 2012.

Results of the SPD consultation

4. Comments were received from English Heritage, Surveyor to the Fabric of St Paul's Cathedral, Natural England, Waste Watch, NHS Healthy Urban Development Unit, Thames Water, Theatres Trust, Highways Agency, Conservation Area Advisory Committee and Gemma Jamieson. Some respondents made suggestions for amendments, but all were broadly supportive of the draft SPD.
5. Before adopting the SPD the City is required to consider the comments received and publish a 'Statement of Consultation' summarising the main issues raised and explaining how account was taken of these in finalising the SPD for adoption. The Statement is attached as Appendix 1. A Sustainability Appraisal screening was carried out and statutory bodies consulted, and their comments were taken into account.

Proposals

6. It is recommended that a number of amendments to the SPD are made in response to the comments, and these are set out in Appendix 2 to this report. The draft SPD contained a number of illustrations and diagrams, and it is proposed to replace these with higher quality graphics and additional photographs. A version of the SPD showing the amendments to the text in 'track changes' format is available in the Members' Reading Room.

Adoption

7. Subject to these amendments it is recommended that the SPD be adopted by resolution following consideration by both Committees. Any comments made by your Committee will be incorporated in the report to Planning and Transportation Committee. Under its terms of reference the Planning and

Transportation Committee is authorised to adopt SPDs without reference to Common Council. As soon as reasonably practicable after adoption the Statement of Consultation and adoption statement must be made available on the City's web site and these documents, together with the SPD must be made available for inspection. This will be done.

Background Papers:

Report to Planning and Transportation Committee 2 June 2011

Report to Open Spaces, City Gardens and West Ham Park Committee 20 June 2011

Report to Planning & Transportation Committee 4 October 2011 'Tree Strategy SPD'

Report from NHS Healthy Urban Development Unit received September 2011

Letters from Gemma Jamieson dated 26 September 2011 and received 18 November 2011

Emails from Martin Stancliffe, Surveyor to the Fabric of St Paul's Cathedral dated 30 September 2011 (x3), 21 November 2011 (2x), 25 November 2011 and 19 December 2011.

Email from Thames Water received 16 November 2011

Email from Theatre Trust dated 16 November 2011

Minutes of the Conservation Area Advisory Committee 17 Nov 2011.

Email from Highways Agency dated 18 November 2011

Letter from English Heritage dated 21 November 2011 and 26 January 2012.

Letter from Natural England dated 24 November 2011.

Email from Waste Watch 21 November 2011

Appendices

Appendix 1 - Statement of Consultation

Appendix 2 - Amendments to the draft SPD

Contact:

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City of London
Local Development Framework

**Tree Strategy
Supplementary Planning Document**

Statement of Consultation

January 2012



The Tree Strategy (SPD) forms part of the City of London Local Development Framework (LDF). It was published for public consultation during a six-week period from 10th October to 21st November 2011.

Regulation 18 of the Town and Country Planning (Local Development) (England) Regulations 2004 (amended in 2008 and 2009) requires the City Corporation to prepare a statement setting out a summary of the main issues raised in the representations made by the public in response to the consultation and how these have been addressed in the adopted SPD.

Consultation on the Tree Strategy was carried out concurrently with five other SPDs. The following measures were taken to consult the public on the SPDs during the consultation period:

Website. The SPD, the SPD documents and a statement of the SPD matters were made available in the City Corporation's web site. Information and a link were provided on the home page of the City's website and on the landing page of the Planning section of the website to ensure maximum exposure. The Corporate Twitter account was used to 'tweet' the details of the consultation at the start of the consultation period. Information was provided in the City of London eshot.

Inspection copies. A copy of the SPD, the SPD documents and a statement of the SPD matters were made available at the Planning Information desk at the Guildhall and the Guildhall, City Business, Barbican and Shoe Lane public libraries.

Notifications. Letters and emails containing information about the SPD and inviting comments were sent to relevant specific and general consultation bodies. The City Corporation maintains a database of all those who have expressed an interest in the LDF, and letters or emails were also sent to all those on the list.

Local advertisement. A notice was placed in the Evening Standard which appeared on the first day of the consultation period, the 10th October 2011. An article about the SPDs was also placed in the 'City Resident' newsletter.

Meetings. Presentations on the SPDs were given to the following consultative groups: Conservation Area Advisory Committee; Planning Users Panel; Transport and Sustainability Forum; Safer City Partnership

Comments on the Tree Strategy were received from English Heritage, the Surveyor to the Fabric of St Paul's, Natural England, Waste Watch, NHS Healthy Urban Development, Thames Water, Theatre Trust, Highways Agency, Conservation Area Advisory Committee and Gemma Jamieson. The tables that follow summarise the comments and explain how they were addressed in finalising the SPD.

Summary of comments and responses

Section	Comment	Response
Gemma Jamieson		
	<p>Trees are essential to the City, they brighten up the surrounding buildings, giving another perspective to the streets and contribute to air quality. Has any thought been given to the tree planting in Silk Street, where new buildings are going up. A small avenue of trees like in Aldermanbury square, a place along the street - clipped Limes or Plain trees, a tub or trough added to give a bit of extra colour to the street. There may be other kinds of trees to plant in the streets, but care has to be taken re: maintenance, and root problems with the pavements or roads. Wouldn't it be an idea to get school children to plant a tree or trees somewhere near the school or their park or green space, and watch it grow up.</p>	<p>The importance of trees to the townscape is noted.</p> <p>The City routinely looks for opportunities for additional trees provision in association with new developments. Proposals for the Silk Street Enhancement Scheme will consider the opportunity to enhance the number of trees and, if agreed by Committee, will be implemented during 2012/13 planting season.</p> <p>Section 6.6 Community Involvement references the role of school children in planting and perhaps caring for trees in the City.</p>

	<p>Trees are nice to have in streets, but care must be taken where they are planted as roots can cause trouble to pavements and highways. Some colour looks nice against the buildings.</p>	<p>This comment has been noted and is considered to be covered under the City of London Corporation Owned and Managed Trees paragraphs 6.4.4-6.4.12 as well as in Part 2 of the Strategy which gives specific guidance on trees.</p>
<p>Johnny Hazel, Waste Watch</p>		

<p>2.1</p>	<p>These comments are informed by Waste Watch’s community engagement work on three housing estates within the City of London (Golden Lane, Middlesex Street and the Aldgate Estate) and as such focus on Objective 11 from Part 2.1 of the strategy to promote greater resident involvement in fulfilling the aims of the strategy, as well as Objective 8 to increase the amenity value of the City’s trees and Objective 9 to add to the City’s biodiversity and climate change adaptation/mitigation interventions.</p> <p>Thanks to funding from the City of London’s Transport and Sustainability forum, Waste Watch is currently working on a community engagement/energy saving project with the residents of three estates within the City of London, two of which (Golden Lane and Middlesex Street) are under City of London ownership. Through this work we have become aware of a strong interest amongst City residents to be involved in the planting of their estates and in opportunities to grow their own food (e.g. the allotment project on Golden Lane Estate). The City’s Tree Strategy would therefore appear to provide an opportunity to meet this interest by planting fruit trees on the City’s housing estates. To enable this, we would recommend The Open Spaces department liaises with Wendy Giaccaglia, Resident Involvement Manager in the Children and Community Services department whenever new tree planting work on the City’s estates is being planned. She is well placed to work through the Residents Associations to ensure that residents are aware of the plans and can express an interest in being involved if they wish. If not already available, we would also recommend that the Open Spaces Department develops a database of the residents’ gardening groups active on City of London housing estates and notifies these groups of any tree planting plans.</p>	<p>Part 2 of the Strategy now references the possible opportunity to plant fruit trees on City Estates under actions to be undertaken. A reference has also been included in paragraph 6.5.7 of the strategy which notes 'fruit trees may be considered suitable on residential estates where a maintenance and management plan is developed with the residents.</p>
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	<p>Beyond these communications-based recommendations, we also have the specific recommendation that the potential for planting fruit trees on the City's housing estates should be assessed, as fruit trees would contribute to Objective 8 of the strategy of planting trees that provide an amenity value. Beyond the obvious amenity of edible fruit, fruit trees would also contribute to the character of the city through their attractive blossom in the spring and by providing a focal point for community activities in the form of a summer/autumn harvest, perhaps organised in collaboration with estate gardening groups to avoid the nuisance factor of rotting fruit. More fruit trees would also support objective 9 of the strategy, to contribute to bio-diversity and offsetting climate change, by providing a source of local food that could be further used to raise residents' awareness of the environmental issues arising from food production and what a sustainable diet comprises.</p>	
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Martin Stancliffe, Surveyor to the Fabric of St Paul's Cathedral	
<p>First of all, we very much welcome the intentions behind the Tree Strategy, and indeed the strategy itself, and we concur with nearly all of it. As a recorded in my earlier communication, the St Paul's Cathedral Conservation Plan of 2004, which was developed in conjunction with representatives from the Corporation of London, called for a tree strategy to be developed in connection with the trees in the vicinity of the cathedral, and in particular urged the cathedral to work with the City to develop such a strategy relating to the cathedral and its setting.</p> <p>In furtherance of this, we have recently carried out our own assessment of the East Churchyard, and have put our findings into a draft Heritage Statement. This includes an initial assessment of the trees in this part of the churchyard, as well as other elements of the setting. We discussed this at a recent meeting with Sue Ireland and Martin Rodman, and we have since sent a copy of this draft Statement to them, so that they can comment on it. We very much hope that once we have their comments, this might be amended to form the basis of an agreed document between the cathedral and the City which would form the basis for future decision making in this area.</p> <p>However, the preparation of these two documents (the Cathedral Conservation Plan and the East Churchyard Heritage Statement), both of which have involved a good deal of consultation, has drawn our attention to some issues which we feel are not sufficiently explored within your proposed Tree Strategy, as follows:</p> <ol style="list-style-type: none"> 1. The St Paul's Cathedral Conservation Plan draws attention to the fact that a number of mature trees obscure views of the Grade I listed building, and detract from its appreciation as one of the most important and best loved buildings in the country. The Plan calls for the development of the tree strategy referred to above in order to provide a framework for decision making about the future of trees in the churchyard to address this. 	<p>Section 3 currently lists the limitations to planting in the City. This comment related to townscape settings and views was also noted by English Heritage. Therefore paragraphs 3.5.8 and 3.5.9 have been included which look at the setting and views of heritage assets and the impact trees may have on these elements.</p>

	<p>2. Arising from this, we consider that there is one essential missing element within your Tree Strategy. The urban landscape is composed of both buildings and trees. Your document notes (5.1.11) the definition of a conservation area as “an area of special architectural interest, the character or appearance of which it is desirable to preserve or enhance” (my emphasis). Consequently at least in conservation areas (and perhaps especially in the case of Grade I listed buildings in conservation areas) the contribution that trees may bring to their setting needs to be properly assessed. To address this we consider that the significance of trees and buildings should be evaluated in relation to one another. We can find no reference in the document to any mechanism for such an assessment, or even for the need for it, and we urge that this is addressed</p>	<p>It is hoped that paragraphs 3.5.8 and 3.5.9 address this issue.</p>
	<p>3. In connection with this, we note that the tree survey that has been carried out as the basis for your proposals does not appear to contain any assessment of the significance of any individual tree. In particular, there seems to be no acknowledgement that some trees may possibly in some instances be neutral or even detract from the amenity of the urban landscape. We believe that there should be some such assessment to form the basis for future decision making.</p>	<p>Currently the Tree Survey is used as a tree health and counting tool and does not assess the townscape significance or value. Where trees are of significant value this will be noted in the Conservation Area Character Studies and Management Strategies, there are currently no resources to provide tree townscape assessments for the City, although this may be possible in the longer term.</p>

<p>4.1.8</p>	<p>4. We note the document’s reference (4.1.8) to the concept of “the right tree in the right place” contained in the London Plan (Policy 7.21). But this refers only to the planting of new trees: there appears to be no mechanism for establishing whether the right existing trees are in the right existing places. Is the churchyard of St Paul’s the right place for a tree known as “The Devil’s Walking Stick” for instance!</p> <p>We would like to emphasise that we are very supportive of the maintenance and future planting of trees; but we do believe that the area around St Paul’s could benefit from some reassessment, not least because we feel that some thought should be given to the outcome – inevitable at some point in the future – following the loss of any or all of the major plane trees in the churchyard. We want to ensure that your Tree Strategy allows for such a reassessment.</p>	<p>Where trees are of significant value this will be noted in the Conservation Area Character Studies and Management Strategies. It will also look at the important townscape characteristics of conservation areas such as St Paul's Cathedral.</p>
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	<p>My particular concern here is the proposed Tree Strategy. The St Paul's Cathedral Conservation Plan (developed in 2004 in consultation with the City) calls on the cathedral to work with the City to develop a tree strategy relating to the cathedral and its setting. Although I have raised this on a number of occasions over the past few years, this is the first response that we have received from the City. Accordingly we warmly welcome the opportunity to establish a basis for developing such a strategy which can then be incorporated within the City's Tree Strategy.</p> <p>As a starting point we would like to ensure that an initial discussion takes place on the role of trees relative to the cathedral itself. This should take into account the architecture of Wren's cathedral as well as the existing trees themselves. I note that in your draft document there is reference to a tree survey, but not, as far as I can see at the moment, to an evaluation of the role and significance played by individual trees; and I think that there are some (perhaps not many) where this should be established at an initial stage of developing the strategy. We support, and are keen to develop, the planting of more trees; but we note that whereas there are some paragraphs which address the damage, or potential damage, to below ground archaeology, there is no corresponding reference to assessment of damage, or potential damage, to the architectural setting of significant buildings such as St Paul's. In the initial draft there is a clear presumption in favour of the retention of existing trees: we want to be able to support this, but before this process starts there needs to be an evaluation of the role some trees play in their contribution to their architectural setting.</p>	<p>A section has been included under 3.5 Limitations to planting which will hopefully address these concerns.</p>
	<p>We also believe that it will be important to work out a policy whereby existing large and mature trees can be replaced over time.</p>	<p>This will be undertaken through the relevant conservation area strategies and management plans.</p>
3.5.8, 3.5.9	<p>I have now looked at your proposed paragraphs 3.5.8 and 3.5.9, and am happy to confirm that these meet my points of concern.</p>	<p>No response required.</p>

Natural England		
	<p>Tree Strategy</p> <p>We would like to see a more ambitious target than an increase of 5% in the number of Corporation owned trees by 2019. Although we appreciate the limitations of the built environment of the city limiting the objective to around 8 trees a year seems a little restrictive. There could be opportunities within the major infrastructure projects underway eg Crossrail to deliver more than this.</p> <p>In any account we would like to see trees on the London River Park specifically excluded as this proposal is temporary in itself. Where possible we would encourage use of TPO to protect the City's trees which are a scarce resource in this heavily urban area.</p> <p>We are pleased to see the benefits of trees to human health, economically and the important cultural connections expressed in Section 4.</p> <p>We are happy with the SEA assessment that implementation of the Tree strategy will be of positive environmental benefit.</p>	<p>The target of 5% is given further clarification in paragraph 5.2. This illustrates the current limitations to planting. The target is considered to be a minimum target and if at all possible the City will seek to exceed this target, however with the uncertainty of underground infrastructure and archaeology it is considered a suitable target.</p>
	<p>Right Trees for a Changing Climate</p> <p>http://www.right-trees.org.uk/</p>	<p>This web site does not appear to be working properly.</p> <p>A reference to the RHS web site has been included in the strategy instead - paragraph 6.5.16. This includes information on suitable trees for a changing climate.</p>
Will Anderson, NHS Healthy Urban Development Unit		

	incorporating trees to buffer noise and absorb pollution;	A reference to the ability of trees to mitigate against noise has been included paragraph 3.4.1. A reference to the Noise Strategy will be incorporated once this is adopted. Due to timing this may have to be upon review/update of the Tree Strategy.
Carmelle Bell, Thames Water		
3.5.1	<p>Thank you for consulting Thames Water Utilities Ltd. (TWUL) on the above. TWUL is the statutory sewerage undertaker and statutory water undertaker for City of London and the following comments are made in this respect.</p> <p>We support the Draft City of London Tree Strategy and in particular the inclusion of paragraph 3.5.1 is strongly supported. We support the objective of providing enhancements to biodiversity, including the planting of trees. It should be noted however that the indiscriminate planting of trees and shrubs can cause serious damage to the public sewerage system. In order for public sewers to operate satisfactorily, trees and shrubs should not be planted over the route of existing sewers. The recognition (within paragraph 3.5.1) that consultation with utility providers is essential in determining the location of trees is helpful and should contribute to the prevention of damage to underground infrastructure networks.</p>	A further reference has been included in paragraph 3.5.1 to the importance of sewerage infrastructure.
City of London Conservation Area Advisory Committee		

	<p>The Officers reminded the Committee that the consultation period for the Supplementary Planning Documents (Bank, Charterhouse Square, Crescent, Lloyd's Avenue Conservation Areas, Protected Views, Tree Strategy) was due to end on 21st November and encouraged Committee Members to submit comments. The Committee congratulated the Officers on the quality and clarity of the documents and considered that they were very well presented and interesting, informative documents.</p>	Support welcomed
Nick Bishop, English Heritage		
p.30	<p>Page 30, New Trees and Tree Planting - Townscape. We welcome the note of caution provided in this paragraph regarding the need to consider historic character and significance when deciding whether to plant new trees. In order to determine what level of tree planting is appropriate, the impacts of greening on historic significance should be judged in line with Planning Policy Statement 5: Planning for the Historic Environment (PPS5) (2010). This point could usefully be made in the second paragraph. In addition, the paragraph could be further strengthened by replacing "historic assets" with "heritage assets" in accurate reflection of PPS5, and with a specific mention of conservation areas, which are particularly sensitive to impacts on historic character.</p>	<p>Planning Policy Statement 5 has been replaced by the National Planning Policy framework.</p> <p>The Strategy has been amended by the addition of reference to heritage assets paragraph 6.5.2. A reference to the National Planning Policy Framework is included in paragraph 6.5.3 and in Section 4.</p>
Section 5.5 New Trees	<p>A guiding principle should be that the group that will ultimately have responsibility for the upkeep, maintenance and liability for the tree should also contribute to planning tree planting and selecting species.</p>	<p>A sentence has been included under Planting and Maintenance paragraph 6.5.18 which addresses the issue of upkeep and maintenance and initial inclusion in decision making.</p>

Page 14, paragraph 4.1.5	Protected valued landscapes only refers to green infrastructure and should be expanded to include the historic environment.	This is a reference to the draft NPPF. References to the NPPF have been updated and a link added. Specific references have been made to sections 11 Conserving and enhancing the natural environment and 12 Conserving and enhancing the historic environment. Paragraph 4.1.4.
Page 9, Para 3.1 Climate Change	The statement on species which are able to withstand changed climatic conditions could usefully cross refer to the spread of pathogens not usually found in the UK that have been introduced and are flourishing due to more favourable conditions associated with climate change. The tree strategy should acknowledge the need to take appropriate measures in good time to limit the scale of any outbreaks. The effect of disease on tree stock will also need to be addressed within a coordinated national effort	A note has been made of pathogen survival in paragraph 3.1.7
Page 9, paragraph 3.5	EH welcomes the need to preserve archaeological remains. This section should be expanded to include heritage assets; the emphasis in paragraphs 3.5.3 to 3.5.5 is on below ground considerations. This should be expanded to encompass the wider historic environment, protected views, designed views in registered parks and gardens and the setting of listed buildings. A useful link would be made to section 5.	A new section has been incorporated under 3.5 Limitations to planting. This will address views and settings.
Section 1 Trees in the City of London Page 3, paragraph 1.1.4	It would be useful to understand the basis of the aim to increase the number of trees by 5% by 2019. Is this simply in line with the Mayor's strategy, Action 19 Is the intention to achieve a gradual increase in tree numbers and if so what levels of replacement planting is anticipated. Page 6 paragraph 2.1 states that there are approximately 2411 trees in the City. Thus a 5% increase equates to 120 new trees by 2019, or an average of say 13 trees per year, an apparently modest figure.	An explanation has been included on how the aim and particularly the target of the tree strategy was created paragraph 5.2. This outlines how many trees the City aims to plant by 2019, taking into account tree felling.
P.4, para 1.3.2	EH would wish to see the statement 'links to history' strengthened and it should be made clear that trees are an integral part the historic environment. The role of commemorative trees in the City of London should be mentioned and a link made to the section on this under 5.6 Community Involvement, page 30.	See below for clarification of comment

<p>p.21, para 5.1.16</p> <p>p.30 para 5.5.2</p>	<p>This document will reinforce the intrinsic role that care and planting of trees must have in the Local Development Framework. English Heritage (EH) welcomes the specific consideration of trees within registered parks and gardens on page 21, paragraph 5.1.16. The introductory section on the history of trees in the City is a useful summary of the close relationship of trees and the evolving city. In this regard we would emphasise that in some historic environments tree planting may not be appropriate and support Paragraph 5.5.2 stating that trees may not be characteristic of some areas. We welcome the emphasis on the selection of species and that tree species must be appropriate to the character of the area. We note that the City of London is characterised by a large number of small parks, gardens and churchyards; a single tree can make a significant contribution and in small spaces it is particularly important to care for existing trees and select the appropriate species and location for any new tree planting. When selecting tree species for new planting there will also be a need to consider the character of areas that fringe the City of London, particularly in the cases of tree avenues</p>	<p>The City of London will comply with the Right Tree Right Place guidance which also considers the historic aspect and character of an area. A reference has been included paragraph 6.5.12 as below: 'It is recommended that the species is in character with the City of London and where relevant, with areas that fringe the City as well as other high quality planting in the area and its surroundings. '</p>
<p>p.4, para 1.3.2</p> <p>p.6 para 2.1.2</p>	<p>Clarification of previous comment In answer to your question, paragraph 1.3.2 refers to the City of London Commemorative trees as detailed in paragraph 2.1.2. But through our representation on the section 'Why are Trees important', we wished to emphasise more generally the broad range of historic values which can be embodied in trees. They can have historic significance as part of designated historic landscapes, for example, as contributors to the historic character and appearance of conservation areas, or in providing historic evidence for earlier land use and activity at a site. In addition, commemorative trees are worth mentioning in particular as they have direct associational value with people or historic events.</p>	<p>Paragraph 1.3.2 has been expanded upon to address this issue. This is also currently expanded on under the townscape consideration of trees in Part 1 paragraphs 6.5.1-6.5.3. A link is included under Section 6.6 to Commemorative trees paragraph 2.1.2.</p>
<p>Rose Freeman, Theatres Trust</p>		
	<p>Due to the specific nature of the Trust's remit we are concerned with the protection and promotion of theatres so these SPDs are not relevant to our remit and we therefore have no comments to make on this occasion.</p>	<p>No response required.</p>
<p>Patrick Blake, Highways Agency</p>		

	<p>The HA is an executive agency of the Department for Transport (DfT). We are responsible for operating, maintaining and improving England's Strategic Road Network (SRN) on behalf of the Secretary of State for Transport.</p> <p>The HA will be concerned with proposals that have the potential to impact the safe and efficient operation of the SRN, we do not manage any roads within the City of London.</p> <p>We have reviewed the SPD consultations and do not have any comment at this time.</p>	<p>No response required.</p>
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Schedule of Changes to Tree Strategy SPD Part 1, April 2012

Page (Cons. Version)	Section	Policy/ Paragraph (new reference)	Proposed Change	Reason for change
	Throughout Strategy		<ul style="list-style-type: none"> ▪ Changes to reflect the introduction of the National Planning Policy Framework (NPPF) on the 27 March 2012 ▪ Removal of references to documents replaced by the framework ▪ Changes to reflect the introduction of the Town and Country Planning (Tree Preservation) (England) Regulations 2012 which came into force on the 6 April 2012. ▪ Department name updated 	
1			Reconfiguration of contents page	
2	The Role of the Tree Strategy		<p>The Strategy comprises two major sections</p> <ol style="list-style-type: none"> 1. Policy framework – Strategy and objectives. 2. Evidence and Practical Guidance – Evidence <u>which This</u> supports the strategy and provides more detailed information. <p>Part I of the Tree Strategy is a Supplementary Planning Document (SPD) of the Local Development Framework. This means that additional weight will be given to it when considering planning applications, the creation of Tree Preservation Orders, section 211 notices and any <u>other works to trees in the City. Part 2 of the document provides additional detailed guidance and information on the implementation of the SPD.</u></p>	Explanation for Tree Strategy format reconfigured

3/17	1. Trees in the City of London 1.1 City of London 5.The Tree Strategy and Objectives Tree Strategy Aim	1.1.4 5.1	The City of London Tree Strategy aims to increase the number of Corporation owned trees by 5% by 2019 and ensure that all trees within the City are managed, preserved and planted in accordance with sound arboricultural practices whilst taking account of their contribution to amenity and the urban landscape for both current and future generations.	Tree Strategy Aim reconfigured
4	1. Trees in the City of London 1.3 Importance of Trees	1.3.2	Trees in the City provide a number of social, environmental and economic benefits: <u>and are an integral part of the historic environment.</u> Social benefits include: <ul style="list-style-type: none"> • Amenity / aesthetic – links to history as well as a role in the present townscape, providing structure and orientation, <u>as part of designated historic landscapes, as contributors to the historic character and appearance of conservation areas, or in providing historic evidence for earlier land use and activity.</u> 	Response to English Heritage
5	1.3 Importance of Trees	1.3.2	More detailed information about the importance of trees is given <u>in paragraph 2.1.2 Part 1 and in Part 2</u>	Response to English Heritage
6	2. City Tree Survey		<u>Although there is not a clear legal definition of what constitutes a tree, the City of London will seek to apply the High Court definition above throughout this document and for the methodology of the Tree Survey.</u>	Legal definition revised

6	2.1 Tree Distribution	2.1.1-2.1.2	<p>There are approximately 2411 2,413 trees in the City. <u>The number is approximate as some trees may not have been Included where access was not possible.</u> These trees can be found in a variety of locations; along streets,</p> <p>Across the City there are 141 commemorative trees. These have been planted in memory of someone prominent in, or having an important association with, the City of London. They <u>often</u> have historical and emotional relevance Some have been planted by others for example and some trees have been planted by <u>important people, notably the late Queen Mother.</u></p>	<p>Tree Survey data updated Explanation for reference to approximate number of trees</p> <p>Comment strengthened</p>
7	2.3 Ownership and responsibility	2.3.1	<p>The City Corporation owns and/or manages over half the trees in the City of London i.e. approximately 1305 1307 trees. The remaining trees, approximately 1106 are in private Ownership last surveyed 2004.</p>	<p>Tree Survey data updated</p>
9	<p>3. Strategic Opportunities and Challenges for Tree Management in the City of London</p> <p>3.1 Climate Change</p>	3.1.7	<p>‘The right tree in the right place’ is crucial to ensuring that trees of appropriate species (which are able to withstand changed climatic conditions) are planted. <u>These species should be able to withstand changed climatic conditions and resist the changing pathogens that may flourish in more favourable weather conditions.</u></p> <p>http://www.london.gov.uk/sites/default/files/Adaptation-oct11.pdf http://www.cityoflondon.gov.uk/Corporation/LGN_L_Services/Environment_and_planning/Sustainability/Climate_change/</p>	<p>Response to English Heritage</p>

<p>10</p>	<p>3.2 Air Quality</p>	<p>3.2.1 – 3.2.3</p>	<p>The City, along with the whole of London, has been declared an Air Quality Management Area as the air quality fails to meet EU target levels for nitrogen dioxide and fine particles. Action must be taken to reduce levels of both pollutants. <u>The Mayor has an Air Quality Strategy to improve air quality in London.</u></p> <p>Road transport is the main cause of emissions of oxides of nitrogen and high concentrations of NO2 (nitrogen dioxide, one of these oxides). Trees also have a role to play as they affect air quality both directly and indirectly. <u>Victoria Embankment, Upper Thames Street, Lower Thames Street and Tower Hill have been identified as priority areas, these roads are controlled and managed by Transport for London.</u></p> <p><u>Trees can have an effect on air quality. They can absorb gaseous pollutants like nitrogen dioxide through the leaves, and particulate matter can stick to leaves to be washed away when it rains. However, some species emit volatile organic compounds which combine with oxides of nitrogen to create other pollutants, particularly ozone.</u></p> <p>Mayors Air Quality Strategy: http://www.london.gov.uk/publication/mayors-air-quality-strategy</p> <p>City of London Air Quality Strategy http://www.cityoflondon.gov.uk/Corporation/LGN_L_Services/Environment_and_planning/Pollution/air+quality.htm</p> <p><u>Table 2: Effects of Air Quality - Deleted</u></p>	<p>Rewritten following updated advice</p>
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10	3.3 Biodiversity	3.3.1	Biodiversity describes the 'variety of life', or the range of plants, animals and habitats that exist in a given area. The City of London is committed to protecting the diversity of nature and in particular the three identified habitats action plans which are relevant to the Square Mile in the City's Biodiversity Action Plan.	Reworded
11	3.4 Open Spaces in the City	3.4.1	Many of the trees within the City of London are located within small open spaces, churchyards and other public amenity areas. Therefore this tree strategy should be read in conjunction with the City of London Open Spaces Strategy 2008 as there are linked objectives with regard to green infrastructure. <u>Trees also provide an opportunity to mitigate against noise in a very dense and busy environments.</u>	Response to NHS Healthy Urban Development Unit
11	3.5 Limitations to planting Sub-surface infrastructure	3.5.1	The roads and pavements in the City are densely populated by many utility operators' distribution cabling, pipe work, plant and equipment. <u>Tree roots can be particularly damaging to the public sewerage system and the City Corporation tries to follows the guidance on tree planting distances from sewers set out in <i>Sewers for Adoption (6th Addition)</i>.</u> This has led to significant limitations to tree planting and will be a major consideration in determining appropriate locations for trees. Consultation with utility providers is essential (The City developer guidelines for incoming utility services also refers to this conflict).	Response to Thames Water

12	3.5 Limitations to planting Views and Settings of Heritage Assets	3.5.8 – 3.5.9	<p><u>The location of trees or the potential loss of trees in the townscape may have an impact on the setting and views of heritage assets, for example St Paul’s Cathedral and Mansion House. It is important that this issue is considered and that significant harm is not caused to the setting of heritage assets. Trees may obscure or affect views of heritage assets, and aspects such as growth potential, seasonal variation, including leaf loss should be considered.</u></p> <p><u>Trees should be managed to ensure they enhance, and do not obscure, heritage assets in identified views. More information can be found in the City of London Protected Views SPD and Conservation Area Character Summary SPDs)</u></p> <p>See also:</p> <p>Seeing the History in the View , <i>English Heritage, 2011</i> http://www.english-heritage.org.uk/publications/seeing-history-view/</p> <p>The Setting of heritage assets, English Heritage 2011 http://www.english-heritage.org.uk/publications/setting-heritage-assets/</p>	Response to English Heritage/Surveyor to the Fabric of St Paul’s Cathedral
13-18			Section 4. Objectives now divided into 2 sections: 4. Policy Framework 5. The Tree Strategy and Objectives	For ease of reference

13-16	4. Policy Framework	4.1 – 4.3.9	Reference to NPPF reconfigured and policy framework updated Reference to the Mayor of London’s preparation of tree and woodland guidance Minor amendments to wording of polices	Response to new policy, guidance and Mayor of London consultation Response to English Heritage
17	5. The Tree Strategy and Objectives Tree Strategy Aim	5.2	The Tree Strategy Objectives have been developed within the Policy context set by national and regional policy and the Core Strategy <u>The Tree Strategy aim has been formulated taking into account the Mayor’s target to increase tree cover, as well as the current constraints to tree planting in the City of London identified in Section 3.5. Using the 2010 baseline of 1307 Corporation owned trees this equates to a total of 65 trees, this is a net figure which takes into account likely tree felling.</u>	Response to Natural England/English Heritage
20	6. Achieving the Objectives 6.1 How the City Corporation Protects Trees Conservation Areas	6.1.11	The statutory definition of a conservation area is “an area of special architectural <u>or historic</u> interest, the character or appearance of which it is desirable to preserve or enhance”. <u>Existing trees which make a positive contribution to the character of a conservation area and which provide a setting for the City's architectural heritage will be preserved.</u>	Comment strengthened

24	6.2 Development and Trees	6.2.2	<p>In determining applications for development the City Corporation is required to have regard to the Development Plan (i.e. The London Plan, the LDF and the Unitary Development Plan) so far as material, and to any other material considerations. <u>the Core Strategy DPD (Adopted September 2011) and saved polices of the Unitary Development Plan 2002.</u> Applications are to be determined in accordance with the Development Plan unless other material considerations indicate otherwise. The Local Development Framework is currently a material consideration but will be adopted as the Development Plan shortly. The effect of proposed development on trees is a material consideration when determining planning applications.</p>	Reference to the development plan reworded
28	6.4 Management of Existing Trees City of London Corporation Owned and Managed Trees	6.4.4	<p>(1) Maintenance of City of London Corporation Trees There are approximately 1305 1307 trees owned or managed by the City Corporation. The City Corporation is required to maintain its own trees, along with those it manages on behalf of others, in a safe condition having regard to public safety. Trees along GLA roads are the responsibility of Transport for London, as the highway authority for these roads.</p>	Tree survey data revised
29	6.4 Management of Existing Trees City of London Corporation Owned and Managed Trees	6.4.6	<p>The Open Spaces Department is however required to submit applications under the relevant TPOs to carry out works to trees it owns and manages. Of the nine TPOs in place, four are owned or managed by the City, covering twenty three trees. <u>four cover a total of 24 trees owned or managed by the City.</u></p>	Data updated

31	6.5 New Trees and Tree Planting Townscape	6.5.2	The City derives its character from its historic and built landscape. There is a rich network of paving materials and the urban nature of the townscape is often the main characteristic of the area. It provides a setting to <u>heritage</u> assets such as nationally and locally important buildings and monuments or reveals a network of streets and alleyways.	Response to English Heritage
31	6.5 New Trees and Tree Planting Townscape	6.5.3	Practical Guidance on tree planting can be found in Part 2 <u>and further national guidance given in the National Planning Policy Framework.</u>	Response to English Heritage
31	6.5 New Trees and Tree Planting Different Settings- open spaces, streets and residential estates	6.5.7	In residential estates trees may play an even more important role in improving the environment for the occupants. Where there is development on estates the type of tree and location and use should be considered for example for use by children to play near and for adults to sit under and read. <u>Fruit trees may also be considered suitable on residential estates where a maintenance and management plan is developed with the residents.</u> There should be a process of consultation with the developer and the local community.	Response to Waste Watch
32	6.5 New Trees and Tree Planting Species <u>Selection</u>	6.5.12	It is essential that the right species of tree is selected for a particular site and environment. It is recommended that the species is in character with <u>the City of London and where relevant, with areas that fringe the City as well as other high quality planting in the area and its surroundings.</u>	Response to English Heritage Grammatical change
33	6.5 New Trees and Tree Planting Species <u>Selection</u>	6.5.16	The selection of trees should be undertaken using the guidance below: http://www.right-trees.org.uk/	Response to Natural England

33	6.5 New Trees and Tree Planting Planting and Maintenance	6.5.18	<u>It is important that there is consideration of species type at the species selection stage with the relevant authority responsible for the maintenance, management and upkeep of the new tree or group of trees.</u>	Response to English Heritage
34	6.6 Community Involvement	-	<u>Paragraph 2.1.2 Part 1 of the strategy details the importance of commemorative trees.</u> Link added to 2.1.2	Response to English Heritage



city of london

Tree Disease - Management

The future health of our trees



Chronic/ Acute Oak Decline



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Sudden Oak Death



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Horse Chestnut Leaf Miner



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Massaria in London Plane Trees

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Oak Processionary Moth



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Open Spaces

Sue Ireland

Director of Open Spaces

City of London

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Committee(s):	Date(s):	Item no.
Open Spaces, City Gardens and West Ham Park	25th April 2012	
Subject: City Gardens Management Plan 2011-16	Public	
Report of: Director of Open Spaces	For Decision	

Summary

This report sets out a summary of the comments received during the recent consultation process on the Management Plan (2011-2016) for City Gardens. Consultation lasted from December to March and included a broad range of stakeholders. All comments received were supportive of the Draft Pan and some respondents provided very specific feedback on certain issues, for example biodiversity or sustainability. A table was produced (Appendix 1) listing the responses and explaining where these comments have been included, if appropriate, in the revised draft. Finally, this report seeks your approval to adopt the attached final draft document as the City Gardens Management Plan for the next 5 years.

Recommendations

It is recommended that

- The attached draft Management Plan (2011-2016) for City Gardens is adopted (subject to the substitution of up to date financial information when available).

Main Report

Background

1. The draft City Gardens Management Plan set out the vision, objectives and priorities for the management of the City's Open Spaces. It brought together the key actions from other strategic documents such as the Open Spaces strategy, City Biodiversity Action Plan and draft Tree Strategy, outlining how they will be delivered.
2. Officers prepared an accessible and easy to read document describing how the gardens, churchyards and open spaces in the Square Mile are managed and outlined the key objective proposals for the next five years. On the 5th December 2011 Members approved the draft City Gardens Management plan and agreed it for public consultation.
3. Consultation began in December 2011 and was completed in March 2012. A four page summary document was circulated to residents, local schools, libraries and businesses so that a broad range of views and comments were

obtained. The plan was also publicised through the garden noticeboards, 'What's New' newsletter and website. A full copy of the Management Plan was also made available in the Members reading room, housing estate offices and libraries. A consultation exercise was carried out with the members of the City Gardens Team to gather their views and expertise.

Current Position

4. Given the breadth of consultation and the timescale, the number of respondents was relatively few. Comments received ranged from broadly supportive to very specific, the latter proving especially useful. The full range of comments can be viewed at Appendix 1, along with a brief explanation as to whether the comment was included in the revised draft strategy, the reason why and whereabouts within the document. Appendix 2 provides details of the staff consultation.

Proposals

5. The vision for the management plan is: "The creation of a network of high quality and inspiring open spaces which help ensure an attractive, healthy, sustainable and socially cohesive place for the City's communities and visitors."
6. To achieve this vision, the importance of working towards an agreed national standard for good practice in the management of parks and green spaces has been recognised. By adapting the Green Flag Award recommendations for a successful park, eight key service objectives have been identified for the City Gardens:
 - i. Well managed spaces
 - ii. A welcoming City
 - iii. Healthy, safe and secure environment
 - iv. Well maintained and clean City Gardens
 - v. Sustainable City Gardens
 - vi. Spaces that address conservation and heritage
 - vii. A City where community involvement is encouraged
 - viii. Well marketed and promoted City Open Spaces
7. Through working to these objectives, we aim to achieve Green Flag status for a number of our eligible City Gardens and churchyards. These service objectives will be upheld in all of our City spaces and high standards maintained for the life of this Management Plan.
8. The draft management plan is divided in to three parts.

- i. The first details how the City delivers the eight key service objectives mentioned above.
 - ii. The second part provides an introduction to the different categories of Open Space that are owned or maintained by the City Gardens Section and lists the objectives for these gardens, churchyards and open spaces.
 - iii. Part three contains site specific action plans for those sites which are designated as Sites of Importance for Nature Conservation (SINC's) and those sites being proposed for SINC designation. It details the unique attributes of each site, along with specific action plans describing ways in which these will be positively managed to improve and enhance their condition.
9. The intended life expectancy of the City Gardens Management Plan is 5 years, and the document will be reviewed throughout this period.

Corporate & Strategic Implications

10. The City Gardens Management Plan will help to deliver the Community Strategy goal of supporting its communities, with Objective 7: a City where community involvement is encouraged as this will result in an increasing number of volunteer and educational activities for the City's community.
11. The plan will also protect, promote and enhance our environment through Objective 6, where conservation and heritage is addressed. Wildlife will be monitored and habitats enhanced to encourage biodiversity in the Square Mile.
12. The creation of the Management Plan will enable priorities and policies to be drawn together from both the Open Spaces Strategy and Biodiversity Action Plan. This is a key project in the Open Spaces Business Plan for 2011-14.

Financial Implications

13. No additional financial resources are required, based on current budgets. In the event of further budget reductions, the ability of the City Gardens team to deliver all of the aspirations within the plan may be compromised and will be dependent on the resources available. The Management Plan prioritises actions ensuring the most efficient use of those resources. The plan will also be a useful tool in securing external funding to help support the work that is carried out in the gardens and open spaces of the Square Mile.

Conclusion

14. The completion and adoption of a comprehensive Management Plan for the City Gardens is an important milestone in the ongoing development and improvement of the City's green spaces. Through the consultation process undertaken over the past three months, we are now confident that the Plan is as representative as possible of the views of staff and users.
15. The Plan now provides a clear document setting out a wide range of information on day to day operations, as well as policy guidance in key areas, and a clear vision for the City Gardens for the next five years and beyond.

Background Papers:

- City Gardens Management Plan 2011-16 – Draft (5/12/11)

Appendices

- Appendix 1: Consultation Comments Matrix
- Appendix 2: City Gardens Team – Consultation Exercise
- Appendix 3: City Gardens Management Plan 2011-16 – final draft


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City Gardens Management Plan: Consultation Feedback Matrix 2012

Name	Contact	Comments	Officer response and action
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 155</p>		<p>Comments on Draft City Gardens Management Plan 2011-2016</p> <p>I think this is an excellent piece of work and all my comments are of a minor nature, Here goes:</p> <ol style="list-style-type: none"> 1. Page 115 last para : Looking at map area around bank does not seem too bad . Areas of deficiency seem to be north and south of Fleet Street. I would also suggest north and south of Fenchurch Street although the Walkie Talkie might change this. 2. Why does the Riverside Walk not come up as an Open Space? 3. Page 128 2nd para: Although not to be put into the plan I trust contingent plans to meet a budget reduction should be put in hand <p>Page 129; Excellent chart and should be copied by all Open Spaces</p> <ol style="list-style-type: none"> 4. Page 136 final section: Do people really come to the City to visit an open space ? They are only 3% of the users and I suspect the use of an openspace is secondary to their prime purpose of visiting the City. In that sense they are just like workers seeking relaxation 5. Page 144 Tree work: Is there any benefit in seeking to use HH Arboricultural team rather than outside consultants. 6. Page 154 Monuments: None of those listed are in Open Spaces and are Surveyors responsibility. Not sure of relevance of this para in this report 7. Page 156 R Thames: I remain confused about the COL responsibilities for the Thames as between Planning, Port health, Trustees of Tower Bridge and Open Spaces and how this all meshes 	<ol style="list-style-type: none"> 1. Areas of deficiency were identified by the GLA following a London wide assessment; the areas identified as deficient are based on their findings. On a London wide scale the entire square mile would be considered as an area of deficiency in access to nature, on a more local scale the square mile has more deficient areas and it is these that are shown. 2. The Riverside walk is classed as public highway and therefore is not classified under 'Open Space'. 3. The actions in the plan have been prioritised to ensure that the most urgent are achieved if budgets were to be reduced further. The plan would then be instrumental in seeking additional funding from external bodies. 4. There are people who specifically visit the city to explore the open spaces primarily due to their historical significance and value, more visible in some open spaces than others. But agree that there is also a high percentage that uses the open spaces like the city workers do in terms of spaces to relax and escape the hustle and bustle. 5. The peak time for tree work in the City will also mirror that of Hampstead's therefore it is doubtful whether the team would have the capacity to take all of our tree work. Also the urban nature of the City means that the level of inspection and work required is different to that of those found across North London Open Spaces. 6. This section puts some of the historical nature of the city into context in terms of the City's responsibility.

		<p>in with the numerous other bodies with responsibilities for aspects of the Thames. It would help if this was spelt out somewhere</p> <p>Besides budget risks it would be useful to spell out (but not in this report) the specific risks pertaining to City Gardens which would be a somewhat finer grain risk register than one applying to the department as a whole and have more punch and direct relevance for the Cttee</p>	<p>There are various monuments, features in the gardens especially those linked with disused and active churches.</p> <p>7. This is detailed in the 'Tidal Thames' section of the City's Biodiversity Action Plan.</p>
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Page 156		<p>In response to the paper on City Gardens Management..</p> <p>I am a new resident in Bunyan Court, Beech Gardens, Barbican and a very keen gardener. On moving in during the summer 2011 I noticed the rather grim-looking concrete troughs lining the Highwalk on Beech Gardens, above the infamous tunnel en route from Barbican tube to the Barbican Centre. These troughs are either empty, full of weeds or planted with some very unattractive grotty heather. There are about FIFTEEN of these troughs all looking dishevelled and dull and along with the 'dead' Bryer Pond the overall outlook is bleak to say the least! I am itching to get my hands on them. Other areas en route to Chiswell Street are beautifully planted and maintained which is in sharp contrast to this route, a very public thoroughfare. I have been told that the responsibility for these troughs rests with the Corporation rather than the Barbican Centre as it is a public thoroughfare.</p>	<p>LB Forwarded email to Barbican estate officers for their response copying [REDACTED]</p>
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		<p>Leanne, hello, and thank you -- so good to get news of this latest management plan, not least because it includes detailed actions and objectives pertaining to our local 'open space', Cleary Garden(s) noting the fact that...<i>"This site falls in an area classified by the GLA as an 'Area of Deficiency' where local people do not have sufficient access to nature."</i></p> <p><i>"...During the Middle Ages, the area was a hub of the wine trade, with the Vintners Livery Company situated on nearby Upper Thames Street. Records show that a local vintner once traded his produce on the plot where Cleary Garden Stands today."</i> Accordingly, it's in fact a disappointment to various residents within our Upper Thames Street community that having lost the 'skywalk' that was due to be afforded to</p>	<p>LB advised that copies of the management plan were available in each of the libraries as requested and physically gave a copy of plan to [REDACTED].</p>
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		<p>us by the Queenbridge House/Queen Hithe Hotel development as an important link to our local/only public green space the physical link between our neighbours the present day Vintners and their rich history on the Cleary Garden site has also gone with it.</p> <p>That being aside I am sure there is so much more for me to read in the 2011-2016 plan!</p> <p>Could I ask you to please confirm whether there is a reference hardcopy for us to read through at any of the CoL libraries. Unfortunately, for some reason, the CoL public PC's won't allow the summary to be downloaded although, rather perversely, they will offer up the full 7.5Mb doc, which is in fact to big and 'dense' to read on screen, not least because the full page tables mean that scrolling is both slow and 'jumpy' meaning that you get bogged down beyond your control on some pages and involuntarily skip others</p>	
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Page 157

		Page 17 – if a tree falls within a conservation – should be if a tree is located in a conservation area	Noted and management plan updated to reflect this.
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		<p>Page 79 of St pauls church garden Action Plan – action A23-1 says Finsbury circus! Check other action plans for similar errors</p> <p>Page 124 – Postmans Park – says st dunstans in the east, keep checking</p>	All individual action plans have been corrected where relevant
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		<p>Dear Sirs</p> <p>Are the gardens on the highwalk and ground level of the Barbican Estate not part of the City Gardens? or are they administered by a separate body?</p>	<p>The gardens on the High walk and at ground level are the responsibility of the Barbican Estate Office both the publically accessible and private gardens therefore do not fall into the City Gardens administration nor the remit of the management plan.</p> <p>However the City Gardens team do maintain the gardens on behalf of the Barbican Estate, and therefore the practices and principles outlined within the management plan are still practiced in the management of these areas by the team that carries</p>
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			out the maintenance.
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Page 158		<p>Thank you for asking for comments on the management plan.</p> <p>I was pleased to see that the value of the gardens as wildlife habitats is recognised in the plan and that encouraging wildlife and increasing the biodiversity of the gardens is a specific aim in most of the individual plans.</p> <p>As a City worker, I value the gardens as being beautifully maintained outdoor spaces where I can eat my lunch and relax away from the office. Seeing birds in them indicates their wildlife value and brings them to life. I've particularly enjoyed the birds in Finsbury Circus and St Alphage Gardens and I'd appreciate any measures you take to increase their numbers.</p> <p>1. One thing I think you could do is to encourage a little less neatness. I see you mention introducing log piles and this is a very good measure. What about a few informal "compost heaps" at the back of borders and under shrubs? These encourage insects and birds and need not look unsightly: just a pile of leaves, hedge trimmings and weeded out plants. I think the majority of people using the gardens are not looking for perfect green turf and symmetrical flower arrangements and won't mind a little less formality.</p> <p>The plan states that herbicide/pesticide use is kept to a minimum, an extremely good point. Weeds and insect pests are all part of biodiversity (although I appreciate you need to keep things within limits) and encourage other wildlife.</p> <p>2. On some of the smaller open grass spaces could a "wilder" grass mix be encouraged? For example, there is a nice patch of grass on the corner of London Wall and Moorgate, with a fine oak tree. The grass, which is heavily used in the summer by office workers, is kept very short and weed-free. Allowing it to grow a little longer and build up a healthy weed population would reduce costs and could make it more resilient to wear and tear, as well as encouraging wildlife to use</p>	<p>Email sent thanking [REDACTED] for her comments and positive feedback about the City Gardens.</p> <p>1. She was also referred to the City's Biodiversity Action Plan which covers a lot of the points about encouraging nature to the gardens, and advised her that at the risk of not repeating all the detail in the draft city gardens management plan the BAP sits alongside the management plan to provide the detail.</p> <p>2. [REDACTED] was advised that the grass area she mentioned is Moore House Lawn, and was advised that we are trialling a new grass species here to try and withstand the amount of wear the area experiences, also that a new native Carpinus hedge has also been planted benefiting the local garden bird population. These works are to act as a temporary measure until Cross Rail works are complete then this area will undergo a more through design plan to enhance the space fully for workers and biodiversity.</p>
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		<p>it when the City workers have gone home.</p> <p>Finally, I'd just like to say how much I enjoy the gardens and to thank you for maintaining them so well.</p>	
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<p>Page 159</p>		<p>The only comments I have are for page 52: under the heading Residents helping hands:</p> <p>Here is my suggestion for the copy.</p> <p><i>Residents' helping hands</i></p> <p>The Barbican Estate's garden on the corner of Fann Street is the largest wildlife Garden in the City. A dedicated team of volunteer residents (the Barbican Wildlife Group) have weekly work sessions on Wednesday mornings at the garden. The group was set up in August 2004 to work with the Estate Office and Open Spaces to improve the diversity of wildlife in the Estate as a whole, with the main focus - the Wildlife Garden. The Group works closely with the City Gardens team and a variety of agreed tasks are carried out depending on the season and the needs of the site.</p> <p>In the two years, from January 2010 to end December 2011, the Barbican volunteers contributed well over 1000 hours. The two hedges, the central wildflower meadow, the nursery bed, and the path around the garden require regular maintenance. In addition, new projects, chosen to increase the biodiversity of the garden, include the creation of a wildlife friendly cottage garden down one side of the garden; and of the garden's first pond; and most recently the planting out in the original Fann Street hedge of well over 100 small shrubs, a donation from the Woodland Trust. Bird feeders have been maintained in the garden since the working mornings were begun.</p> <p>In the summers of 2009, 2010 and 2011 opened the garden to non-residents as part of the Open Garden Squares Weekend organised by the London Parks & Gardens Trust and have raised funds to provide new plants, etc for the garden.</p>	<p>These comments have been incorporated in to the management plan to better reflect residents helping hands.</p>
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		Please let me know if you have any questions.	
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Page 160	[REDACTED]	<p>From: [REDACTED] Sent: 24 February 2012 12:46 To: [REDACTED] Subject: Re: City Garden Draft Management Plan Consultation closes 24th February 2012</p> <p>I know comments should be sent to the addresses you give, but although I have skimmed through the full plan it seemed full of entirely worthy objectives on which I didn't feel able to comment.</p> <p>One point is the use of volunteers: I note a brief reference. Perhaps this could be expanded and even combined with the educational aim; I for one would benefit from training or advice, however brief, on subjects such as the insect life of city gardens, which would enable me to keep a much better record of what I see around me (and possibly do useful survey work elsewhere?)</p>	<p>Revisions have been made to the management plan to better reflect the work of volunteers in the City Gardens and now also include the work of the Volunteer Improvement Group, and investing in volunteers through sharing practical knowledge and experience from within the City Gardens team to volunteers through in house training and hands on demonstrations.</p>
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[REDACTED]	[REDACTED]	<p>Thanks for sight of this and for extending the deadline for my comments (which I assume should be on the summary and not the whole plan?) – I am in full accord with what is suggested here as your priorities, except to say that I think that it may be worth mentioning the development of your events programme more explicitly (under community engagement) – I know you are working with City partners such as the City of London Festival and through the various Olympic groups to increase the number of events/artworks etc in City gardens so to encourage greater usage (this would certainly fit with my objectives to increase visitor numbers in the City and animation of spaces). Or perhaps not a priority for you?</p>	<p>These comments were taken into account and further information added to the management plan about publicising events in the city gardens, partnership working and encouraging greater usage of the city gardens spaces.</p>
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		<p>City Gardens Management Plan 2011-2016 Comments by [REDACTED]</p> <p>1. General</p> <p>The Management Plan is very comprehensive and well thought out. However, I think it could be tailored to make its main objectives clearer and to highlight the steps needed to achieve those objectives. I also have picked up some typos and inconsistencies in the text which I list at the end of this document. It would also be easier to navigate if there was a clear hierarchy of numbered headings and paragraphs.</p> <p>2. Sustainability</p> <p>I think the MP could be clearer about the challenges facing the City gardens from climate change and the need to reduce carbon emissions. This is mentioned later in the Plan but is probably the single most important issue for the next 5 years and should be noted up front. For example:</p> <p>p.4 – Why have an Open Spaces Management Plan?</p> <p>Add “to adapt to the challenges of climate change and the need to reduce carbon emissions”.</p> <p>p. 8 Our vision for the City Gardens – should include “and sustainable habitats for wildlife”</p> <p>Sustainability should be carried through into your 8 key service objectives. Objective 5 should include “sustainable <i>and wildlife friendly</i> City Gardens”</p> <p>p. 65 Objective 5 Sustainable City Gardens</p> <p>Consideration should be given to including the following in your Objectives:</p> <p>3. Green Waste Disposal</p> <p>The MP is unclear as to how green waste is handled. On p. 35 it suggests that green waste goes to landfill but on p. 41 it says it goes to Nine Elms but doesn't state what happens to it then.</p> <p>I believe green waste should not be disposed of in landfill and that it should be a major objective of the next 5 year Plan to develop a way of sending green waste to composting rather than to dispose of it through landfill or the Energy from Waste plant at Riverside.</p>	<p>1. The typos identified in the plan have been rectified and the headings have been numbered accordingly to help with navigating the Management Plan.</p> <p>2. The sustainability comments have been taken on board and incorporated into the plan. However the key objective titles have not been changed as these reflect the Green Flag criteria which we have based the plan on and Sustainability and Biodiversity are covered within the objectives throughout the management Plan.</p> <p>3. The green horticultural waste from the City Gardens goes to a green waste plant. Green waste in the City Gardens is collected using re-used 1 tonne and quarter tonne bags, so eliminating the use of plastic bags for green waste.</p>
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	<p>4. Recycling</p> <p>Recycling bins have been trialled in some City gardens. These should be more widely installed – particularly in gardens heavily used at lunchtime.</p> <p>5. Electric vehicles</p> <p>Although longer journeys/larger loads may need to be undertaken by conventional petrol driven van, it would seem that a large number of journeys take place round the City where an electric vehicle would be feasible and would reduce carbon emissions and more importantly emission of particulates.</p> <p>Consideration should be given to using electric vehicles wherever possible.</p> <p>6. Herbaceous planting to replace annual bedding</p> <p>Annual bedding would seem to be less sustainable than herbaceous perennials and shrubs. In addition, use of nectar rich meadow plants (both annual and perennial) sown from seed would appear to be both cheaper in terms of maintenance, more sustainable and better for insects and other wildlife. The City should give serious consideration to substantially increasing this type of planting and experimenting to find the mixture that will result in a long flowering season.</p> <p>7. Water</p> <p>How City gardens would respond to a prolonged drought is not clear. For example it seems likely that hose pipe bans will be in force during 2012. Although use of hose pipes might not be banned for local authorities it would not be good public relations for the City to be using hose pipes if the rest of southern England is under a ban.</p> <p>Longer term hotter summers are likely to result in droughts and then torrential rain which may cause local flooding. The City gardens need a coherent plan in place to cope with climate change. Inevitably planting will have to change. This is not really addressed in the MP.</p> <p>8. Wildlife friendly policies</p> <p>p. 66 Objective 6 Open Spaces that address conservation and heritage</p> <p>Consideration should be given to adding the suggestions below to your fifteen Objectives.</p> <p>Target species</p> <p>Target species should be identified for each SLINC and the planting, nest boxes and feeders should be tailored to that specific species. Interpretation</p>	<p>4. In general the use of bins in the City gardens is to be looked at on a broader scale in term of minimising waste, and to consider longer term solutions. An idea of trialling sites without any waste bins could be an option. Workers who eat lunch in the city gardens would therefore need to take their rubbish back to their offices and use the recycling facilities there.</p> <p>5. We are in agreement with this hence the existing action 5.4 to investigate the use of electric vehicles. The City gardens team have trialled the use of an electric vehicle which has proven successful.</p> <p>6. The City Gardens is already reducing its annual bedding and removing the annual bedding from a number of sites and has included more herbaceous planting, and a further 18 sites have been identified for autumn 2013 to remove annual bedding and to plant more sustainable planting in those areas. In terms of meadow planting, these are more successful as wildlife meadows and if they are managed in that way. We could trial wildflower meadows in some of the SLINCs. However there are some sites where the existing planting is part of the gardens historic nature and would not be suitable for wildflower meadows.</p> <p>7. Although it is not detailed in the plan it is referenced and it being captured through the services Sustainability Audit System. We are using drip line irrigation in a growing number of locations around the city gardens and these are more sustainable than manual irrigation in that water fed directly to root surfaces and minimise waste water. We are also trialling a SUDs scheme for the City and are continuing to look at alternative s and ways to reduce our environmental impact by becoming more sustainable.</p> <p>8. Wildlife Friendly Policies – The City's Biodiversity Action Plan provides the detailed level of information for protecting and encouraging wildlife in the City and as a</p>
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boards could be installed to explain this strategy in each of the SLINC gardens and where possible this should be adopted for other City gardens.

Web cams

Consideration should be given to working with a sponsor to install web cams in nest boxes and in the peregrine nest and streaming pictures to the City website or getting a sponsor to host the feed on it own website.

Leaf clearance

Consideration should be given to leaving some leaves in drifts at the back of beds during the autumn and winter to provide a habitat for insects and improve the food resources for birds. Leaves would also provide mulch during what may become increasingly dry autumns. Although the policy is not to use leaf blowers to clear leaves from beds and under shrubs there is evidence to suggest that this is not always the case. Bare blasted earth can be seen in many gardens devoid of any ground cover as a result of leaf blowing.

Nectar and pollen rich meadow flowers

Consideration should be given to removing some of the grass cover and sowing with annual and/or perennial meadow flowers. Using seed mixes that include non native plants that are nectar rich but fill an extended flowering season it is possible to have these meadows in peak flowering condition for the entire summer and through into autumn. This would not only greatly reduce the cost of maintenance through weekly mowing, but would benefit bees and other insects and be aesthetically pleasing. I have noted later the gardens where this might be introduced.

Bee hives

Consideration should be given to increasing the number of bee hives in City gardens. Although conflict with the public would have to be avoided there are spaces – such as Christchurch Greyfriars, Cleary garden, St Paul's where it might be possible to install a hive. If City gardeners could be trained as bee keepers it would add a useful additional career development for some individual staff members.

Additional bird boxes and feeders

The benefit of bird boxes (55% occupancy in 2010/11) and feeders is proven. City Gardens should develop partnerships with corporate sponsors to install more boxes. Consideration should be given to tailoring boxes and feeders to target species in specific gardens (as set out later).

document sits alongside the management plan. The BAP is due to be reviewed soon and these points could be picked up as part of the review. However it is important to note that nationally there is a move away from target species and to take a habitat/landscape scale approach to conserving biodiversity. Although there will still be priority species as these are often easier to champion, a broader approach is needed for the longer term protection of biodiversity.

Leaf clearance – This is something that we are again reviewing as part of the BAP review. We are considering not blowing the leaves in SLINC sites but would have to look at each site on an individual basis.

Nectar and pollen rich Meadow Flowers – as above this would depend on the appropriateness of the site and would be something to consider in the SLINC's.

Bee Hives – We have trialled a bee hive at Bunhill Fields which experienced a colony collapse. We are hoping to retrial the hive again this year by reinstating a colony and will evaluate its benefits success afterwards.

Additional bird boxes and feeders – we are already doing this when opportunities arise, and are a part of the City's BAP.

Trees – this is supported by the City's new Tree Policy

	<p>Trees</p> <p>Mention is made on p. 52 of choosing native species rather than plane trees. This is really important and where the City has done this it has added substantially to the aesthetic enjoyment as well as the wildlife benefit.</p> <p>9. Specific comments on the text</p> <p>Objective 1 Well managed spaces</p> <p>p.18 Text notes that allowance under the Budget for repairs and maintenance is limited. A key driver of sustainability is repairing and maintaining existing assets. I think that more emphasis should be placed on allocating a budget to this. A particular case is the cleaning and maintaining of benches. Although this does take place in some gardens the vast majority of benches do not get cleaned and treated in autumn and this must reduce their life as they become encrusted with lichen and so subject to decay. It is also not very pleasant to sit on benches that are dirty.</p> <p>I suggest that some thought is given to a project to ensure benches are regularly cleaned and maintained in the late summer. It might be something that could be a work experience project or one using volunteers.</p> <p>Gender equality</p> <p>There should be a statement about equal opportunities. I can't help but notice that only one gardener is female. Although I appreciate it may be difficult to recruit or retain women in this post there should be a statement of the City gardens intention to be gender neutral and to encourage women to join.</p> <p>Objective 2: A Welcoming City</p> <p>p. 24 leaflets. These are very high standard and well produced. City Gardens might also consider producing a leaflet for cycling round City gardens. This should also be done in conjunction with reviewing the provision for secure cycle parking outside all City gardens.</p> <p>You might also want to explore the idea of mobile phone apps. which could navigate visitors round City Gardens.</p> <p>p. 25 toilet facilities as well as marking the nearest toilets on maps and leaflets each garden notice board should clearly show where the nearest public toilet and water fountain can be found.</p> <p>p. 25 – see also comments on maintaining benches.</p> <p>Objective 4: Well Maintained and Clean City Open Spaces</p> <p>p. 34 Again you mention bench cleaning – this just does not happen although</p>	<p>9. Specific Comments objective 1 Benches were subject to jet washing and were treated during the winter 2011/2012, there is an on-going programme for completing this.</p> <p>Gender equality – Women are encouraged to join the city gardens team, and we recruit the best candidate for the job.</p> <p>Objective 2 It is felt that an additional cycling map to city gardens would not add much benefit to the leaflets already produced, but is perhaps something that could be incorporated into the existing leaflets when they are next being reviewed. The City Gardens are part of an interpretation improvement group and are looking at ways to improve publicity and interpretation including the idea of mobile phone apps; however this technology can be quite costly and would require significant investment.</p> <p>The location of toilet facilities is something we would look at with the revision of the existing signage around the gardens in the future.</p>
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	<p>it should.</p> <p>Objective 5: Sustainable City Gardens</p> <p>p. 49 The text refers to areas where it is appropriate, grass is left with longer swards or lawn areas are planted with wild flower mixes to encourage birds and insects in to the gardens. Two such examples of where this has been very successful are Noble Street Garden and Fann Street Wildlife Garden in the Barbican Estate. This could be done in many areas – for example Finsbury Circus when it is returned, swathes of St Paul’s garden, even in smaller spaces in a swathe such as Cleary garden – see specific suggestions later on.</p> <p>Objective 7: A City Where Community Involvement is Encouraged</p> <p>p. 52 Residents</p> <p>Don’t forget to add in something on whip planting with local schools and the insect hotels in Fann Street and Bernard Morgan. Also maintenance and wildlife planting in Bernard Morgan and insect surveys monthly in both gardens. RSPB Big garden Bird count for the last 5 years in number of City gardens, bulb planting in St Magnus and on the Highwalk last year, nest box survey, volunteer help at Bunhill Big Read.</p> <p>p. 52 Young – don’t forget the Insect Hotel Painting and Drawing Competition sponsored by the Worshipful Company of Gardeners and involving local schools. Also the whip planting 2011.</p> <p>p. 53 Further opportunities – mention possibility of setting up a Nature Club at the Barbican Library?</p> <p>Objective 8: Well Marketed and Promoted City Open Spaces</p> <p>p. 56 Awards – don’t forget the Green Apple award in 2010 for the Insect Hotel competition.</p> <p>p. 57 consideration might be given for setting up an email rather than a mailing list?</p> <p>p. 67 OBJ 6.13 This should be deleted as it was completed in 2010.</p> <p>10. Part 3: Site Specific Action Plans</p> <p>A9 – St Botolph without Bishopsgate</p> <p>This garden has great potential but never has many birds I suggest that one of the target species should be picked and the garden managed accordingly.</p>	<p>Objective 5 As above, we need to carefully select locations for this and to trail appropriately. This would be something for the SLINCs.</p> <p>In terms of Finsbury Circus, once Cross Rail works are starting to complete there will be a redesign of this site which will very much involve public consultation and will be an opportunity to put forward these ideas.</p> <p>Objective 7 Pg. 52 – this section has been written to include more examples of the great work already done by residents and schools in the City of London Corporation Pg. 53 – although we would welcome the setting up of a nature club serious consideration would need to be given as to where the time and resources come from to do this.</p> <p>Objective 8 These have been reviewed</p> <p>10. Part 3 A9 – The installation of the bird bath is a good idea but is restricted by budget and other competing demands Leaf blowing – See earlier comment – this would need to be trialled and agreed to by the church it is also a slower process and would need to be resourced and</p>
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	<p>Starlings or sparrows would be good.</p> <p>I agree site action plan actions A9.1.1 to 11 but also include add a bird bath. Ideally fill in the hideous water feature and replace with accessible bird bath. Berry rich like pyrocantha (would also deter rough sleepers). Consider adding bee hive in closed church garden and sowing bed of nectar rich annual and perennials along the north side next to the church.</p> <p>Picky I know but the way St Botolphs is referred to in the text is inconsistent and needs to be checked.</p> <p>p. 72 – no bird bath in St Botolph’s</p> <p>p. 73 Action A9 1.11 leaf blowing alternatives – yes but please do it earlier than 2013/14.</p> <p>A23 St Paul's</p> <p>Again pick a species and target planting and nest boxes accordingly. Sparrow would be a good choice. Put up sparrow specific boxes and aim for year round flowering and nectar production Consider a bee hive. Consider replacing the grass on the sunny south side to the west of the gate with a wildflower meadow Consider replacing grass in other suitable sunny areas with a swath of meadow flowers. Bird bath near the feeders in the sunny SW side.</p> <p>B14: St. Mary Aldermanbury Gardens</p> <p>B14 1.2 agree that a bird bath is essential. Area has surprisingly few birds – blue tit, robin, blackbird and wren have been observed but no sparrows. Feeders are necessary and bird box. Grass is very sterile but site is shady – consider sowing a strip next to the raised area with woodland edge perennials and biennials such as:</p> <p>Alliaria petiolata - Garlic Mustard</p> <p>Allium ursinum - Ramsons</p> <p>Betonica officinalis - Betony</p> <p>Campanula trachelium - Nettle-leaved Bellflower</p> <p>Digitalis purpurea Foxglove</p> <p>Filipendula ulmaria Meadowsweet</p> <p>Galium album - (Galium mollugo) Hedge Bedstraw</p>	<p>time managed.</p> <p>A23 – See earlier comment. We have worked on the habitat improvement as opposed to targeting a specific species. The GLA recommended 30% shrub cover to encourage a variety of garden birds.</p> <p>B14 – This site received a Local Area Agreement Grant to improve the biodiversity, these works were carried out in Spring 2011. When future funding is available we will consider further enhancements.</p>
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	<p>Geum urbanum Wood Avens Prunella vulgaris - Selfheal Silene dioica Red - Campion Silene flos-cuculi - (Lychnis flos-cuculi) Ragged Robin Stachys sylvatica - Hedge Woundwort Teucrium scorodonia - Wood Sage</p> <p>C17: Cleary Garden</p> <p>Select priority species – suggest starling. Plant appropriately – berry bearing shrubs Cotoneaster, Berberis, holly, Pyracantha, hawthorn, blackthorn, dogwood.</p> <p>Installing a bird bath is essential</p> <p>C20 – Finsbury Circus</p> <p>Select species – again sparrow and starling would be appropriate – flocks of starlings have been observed in the garden. A couple of bird baths and more nest boxes and feeders – species specific. Consider sowing strips of meadow annuals and perennials (if the bowling green is to go then there will be more grass area and opportunity to have a wildflower meadow). The annual bedding could be replaced by herbaceous perennial bed (like the St Paul's area but with more flowering plants. Consider installing a bee hive. Pergolas with concealed nest boxes and ivy to provide cover and nectar late in the year and winter berries.</p> <p>C29: Roman Wall / Noble Street</p> <p>The interpretation boards on the walkway above the garden are about the history not really the wildlife – that could be made more specific. Consider putting sparrow and tit boxes on the wall to encourage nesting. Allow ivy to grow over part of the wall – it is currently too exposed.</p> <p>C42/A22: Pepys Garden, Seething Lane and St Olave's, Hart Street</p> <p>Biodiversity features – there are no bird boxes in Seething Lane but there is one in the Byward St pocket park. There are 4 bird feeders in St Olave's.</p> <p>Pepys garden is very run down and needs radical improvement. It is very shady and attempting to grow a lawn there is hopeless as it becomes a disgusting mud bath in the winter. Suggest that it is remodelled with a large 'rockery' area with seating interspersed. No grass but shade loving rockery plants like ferns, Lily of the Valley (Convallaria majalis), Elephant's Ears (Bergenia), Mahonia, Hardy Geraniums (Cranesbill), Snowdrops (Galanthus),</p>	<p>C17 – This site has received a great amount of investment and has already been completely replanted. Further enhancements will be considered when gapping up takes place in the future.</p> <p>C20 Due to the Cross Rail activity our works at Finsbury Circus are restricted. Once there works are being completed there will be a design board set up to look at the whole garden, this will be opened up to public consultation, until then there is little in ways of enhancement for this site.</p> <p>C29 This is restricted by budget commitments and other competing priorities at this stage.</p> <p>C42 / A22 Seething Lane – there is a large development due to take place imminently which will impact this garden. As part of these works there will be \$106 monies available to look at the entire gardens and to make improvements, biodiversity will be a key consideration as part of these works. St Olaves – There is \$106 for this garden and are working with the church to improve biodiversity in this garden These will also be considered as part of the BAP review.</p>
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Alchemilla mollis (Lady's mantle), Rose Of Sharon (Hypericum calycinum), Red Stonecrop (Sedum spurium).

B9: St. Dunstan in the East

Bird boxes – only 2

Site Action Plan – include bird feeders. Consider more nest boxes targeted at different species – sparrows? Starlings?

C34: Postman's Park

Pick the target species. Lack of nectar rich plants – consider replacing annual bedding on large circular bed with herbaceous perennials. Beds under the large plane trees are very bare – consider a rockery type structure to give a more interesting planting are with habitat for invertebrates – and plant with shade loving planting and ground cover.

Biodiversity features – there is no bird bath except the ornamental pond which is not accessible to many species of birds.

C44: West Smithfield Rotunda Garden

Biodiversity features – there is no bird bath

Installing feeders would improve bird count. Consider sowing a swathe of wildflower meadow round the edge of the grass and substituting annual bedding with more herbaceous perennials.

11. Typos and picky comments on text

The whole document needs to be carefully proof read for typos and consistent style. Here are some things I have picked up

p.11 Sustainable City Gardens

You should also mention:

Insect survey, bird counts, the bee hive, nest box survey, separate collection of recyclable litter, log piles.

P.12 typo Annual bird monitoring by local residents to coincide with the Big Garden Bird watch ran by the RSPB.

p.12 Well marketed and promoted City Open Spaces

typo in Producing Free promotional leaflets and maps

You should also add - Insect hotel competition involving City businesses and City workers in conjunction with British land and the Insect Hotel Painting and

C34 – See earlier comments about target species. Some of the bedding planting is a traditional feature of a Victorian garden like postman's park and we need to balance this still along with biodiversity. There has been gapping up done on this site but fails to establish. Because of the shade and dryer soil it is harder to establish plants in the beds under the Plane trees. Ponds are of great benefits to birds, there is also a small bird located near to the insect hotel.

C44 – Bedding has been reduced but will still be a feature of this garden. The shrub beds were replanted as part of the play builder's project and have added much benefit to biodiversity in this garden.

11. the typos and text have been reviewed and corrected where appropriate

Drawing competition sponsored by the Worshipful Company of Gardeners and participation by local primary schools.

P. 24 Para 3 – include City Resident and What's New in City Gardens as publications.

p. 28 St Botolph Churchyard: Available for public use providing 1 tennis/netball court, (**Barbican resident only**) multi-use area with lining for netball and tennis court, plus a cricket net; Delete text in red.

p. 29 typo Thomas **Moore s/b More**

p. 29 Play Provision - what about Tower Hill and Portsoken St and St Peter's Walk?

p. 40 List of chemicals should include the cleaner for bird boxes.

p. 43 There is inconsistency in how St Dunstan's (St Dunstan) St Dunstan's-in-the-east etc. is written in the text

p. 59 typo Para 2 (to ensure that the City Gardens Section can report **on Central Government's** single data list 160).

A9 1.1 Improve habitat condition: Install additional log piles/dead wood at the rear of perimeter

typo planting **boarder** following improvement works to provide habitats for insects

p. 98 C20 1.1 typo Include **West Smithfield** in City Gardens Wildlife Walks leaflet **s/b Finsbury Circus**

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City Gardens Management Plan – Consultation Exercise

Part 1 – 5 minute SWOT analysis

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. The goal is to examine internal (Strengths & Weaknesses) and external (Opportunities and Threats) that impact the City Gardens and their management:

STRENGTHS: Internal

- 1) What are the City Gardens assets? What are the strengths
- 2) Which asset is strongest?

The group responses were:

People
Workforce
Teamwork
Motivation / Highly Motivated
Health and Safety
Local Knowledge
The Best Asset is the Staff
Individual Assorted Skills
Delivering projects to a high standard and on time
Assisting the Public with their enquiries

WEAKNESSES: Internal

- 1) What areas do we need to improve on?
- 2) What necessary expertise/manpower do you currently lack?

The group responses were:

Access – Getting around the sites within the square mile
Recycling / not enough being done
Better Planning for less waste / Waste
Better Communication Needed / poor Communication – further discussion was had around communication: some felt that communication was slow in informing – not always feedback, get rid of saying 'looking into it' – More feedback was required to the gardeners on issues previously raised even to update as to where they have been left if not resolved. – follow up key
Tackle Issues Poorly
Availability of Time

OPPORTUNITIES: External

- 1) What external changes present interesting opportunities for the city Gardens Team?
- 2) What trends might impact your industry?

The group responses were:

More recycling
More Green waste
Working with Other Boroughs
Income Generation
Queens Diamond Jubilee
Olympics
Good Practice

THREATS: External

- 1) Are there any external threats that could impact the work of the City Gardens Team?
- 2) Are there ways we can overcome these?

The group responses were:

Rough Sleepers
Dogs
Hosepipe Ban / water restrictions
Weather - Drought
Budget Reductions – Economic Situation

Part 2 – Specific Questions

What do you think would be useful to have in the City Gardens Management Plan?

The group responses were:

Try completing projects instead of starting all at the same time

Do you think the key service objectives reflect the work of the team? If not what should they be?

The group responses were:

Yes, but room for improvement, especially in tackling relevant issues i.e. prevention of littering, fagbutts, dog fouling, mess from rough sleepers which may include fines and enforcement.

More monitoring and controls, skateboarders

Links to partnership working – need stronger links for partnership working with other departments to tackle the bigger on-going issues – should be emphasised

How could the management plan improve accessibility within and between the City Gardens?

The group responses were:

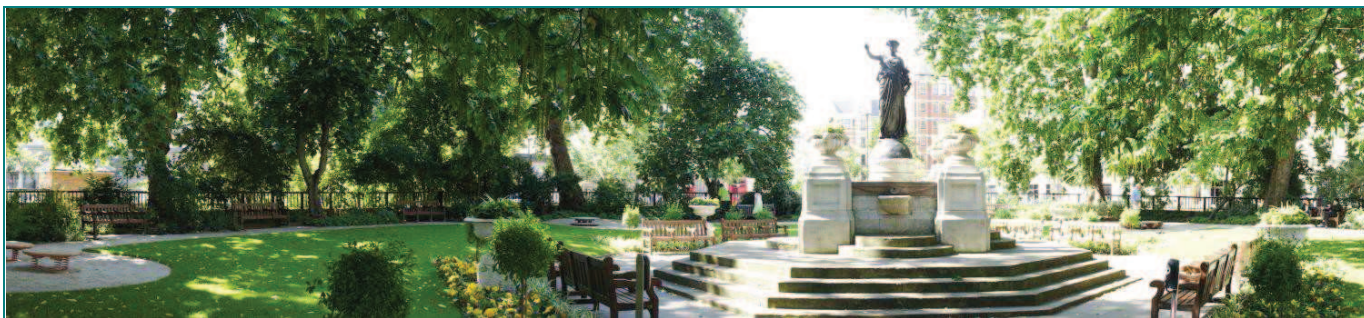
More electric vehicles,
Parking dispensations,
Improving accessibility information - link to plan
Improve City Gardens Plan

How can the management plan balance the water management of the City Gardens in light of the impending hosepipe ban?

The group responses were:

The use of P4 in flowers beds.
Planting drought tolerant plants
More drip systems

More discussions and Group meetings were agreed



City Gardens Management Plan 2011-2016

Final Draft



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**Foreword - Alderman Robert Hall, Chairman of Open Spaces, City Gardens
and West Ham Park Committee**

To be agreed with the Chairman

Part 1: Introduction to the City Gardens

Part 1: Introduction

The City of London provides local government and policing services for the financial and commercial heart of Britain, the 'Square Mile'. It combines its ancient traditions and ceremonial functions with the role of a modern and efficient local authority, looking after the needs of its residents, businesses and over 320,000 people who come to work in the 'Square Mile' every day. Among local authorities the City of London is unique; not only is it the oldest in the country but it operates on a non-party political basis through its Lord Mayor, Aldermen and members of the Court of Common Council. The City provides businesses and residents with local government services, including planning, housing, education, social services, environmental health and waste management and maintains many of the Open Spaces in the City, including several former churchyards.

The City of London is home to around 200 areas of planting and green space that provides the City's community with much-needed oases of calm in this densely developed heart of London. This maze-like array of secret gardens, churchyards, plazas and highway plantings in turn supports over 2,600 trees and an annual influx of over 200,000 bedding plants. They are an integral part of the area's unique history: from the tiniest leafy churchyard to the City's largest open space, all have a tale to tell.

In order to set out the vision, objectives and priorities for the management of the City's Open Spaces, a Management Plan has been prepared by the City Gardens team.

What is an Open Space Management Plan?

A Management Plan for a public Open Space is a published written document, prepared by the managers of that open space, outlining their aims and objectives in relation to the Open Space.

Its purpose is to balance the priorities, policies and pressures that apply to a particular space and to establish a time scale for putting the objectives into practice. The production of such a document allows the contribution that a site makes to the local community to be measurable and progress against key objectives monitored.

Why have an Open Space Management Plan?

The main reasons to have a Management Plan are to ensure continuity of approach in the City's Open Spaces through:

- Documenting a site's history
- Assessing priorities and challenges for the future
- Encouraging community involvement, interest and support
- To adapt to the challenges of climate change and the need to reduce carbon emissions
- Ensuring objectives of management and maintenance are documented
- Demonstrating what visitors can expect in terms of service standards
- Promoting and marketing the attributes of the Open Space sites
- Monitoring and assessing changes that occur at the site

The aim of the City Gardens Management Plan is to clearly set out in one accessible and easy to read document how the gardens, churchyards and open spaces in the 'Square Mile' are managed, and the projects that are proposed for the next five years.

The Value of Open Space

The benefits of providing good quality parks and open spaces are widely recognised. The Urban Green Spaces Task Force report 'Green Spaces, Better Places' (2002) identifies the following benefits that open spaces deliver:

- Urban Renaissance – good quality parks contribute to regeneration and create a sense of place, which is vital to community spirit and to attract visitors;
- Health and Well-being – green spaces can play a role in promoting healthy lifestyles and preventing illness;
- Social Inclusion, community development – green spaces give people the chance to participate in design, management and care of local spaces, fostering local pride. They are places to socialise, and because access is free, provide an affordable alternative to other leisure activities;
- Education and Lifelong Learning – green spaces provide an outdoor classroom for schools, and provide work experience and learning opportunities in environmental management;
- Environment and Ecology – green spaces help counter pollution, provide wildlife corridors, serve as 'lungs' for towns and cities, absorb noise, and provide sustainable urban drainage solutions;
- Heritage & Culture – green spaces are part of the heritage and culture of local communities. They provide venues for local festivals and civic celebrations.

Description of the City's Green Spaces

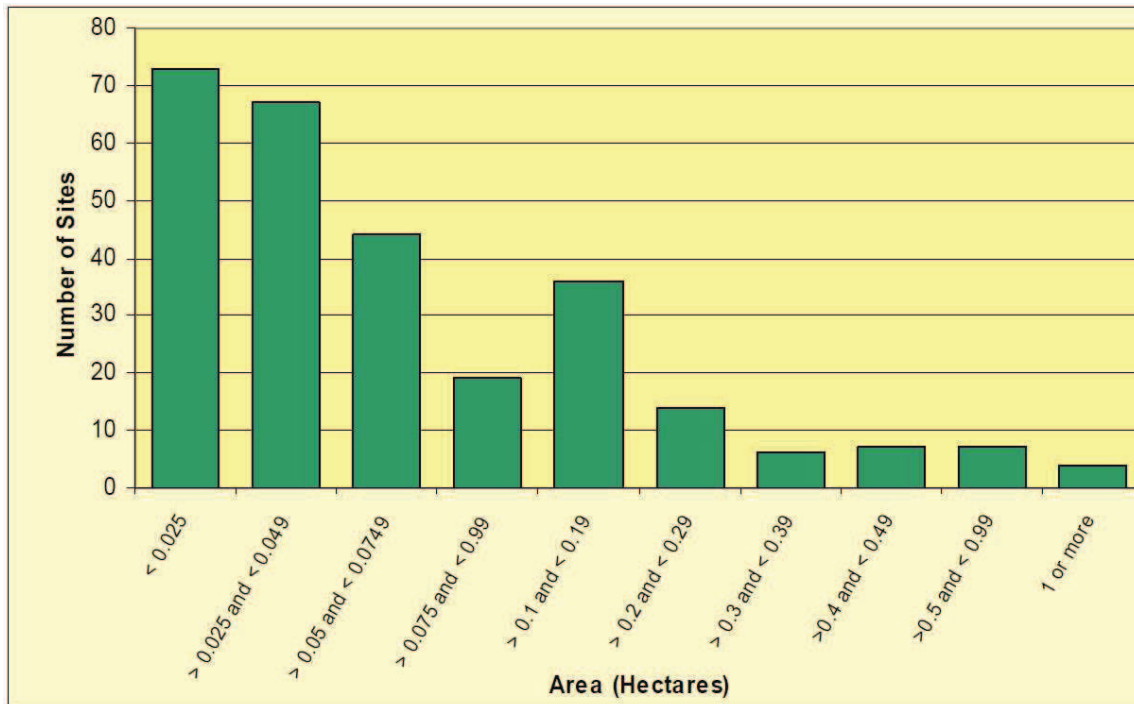
One of the key characteristics of the City of London include it's unique historical landscape and the presence of high quality open spaces, in an otherwise heavily urbanised place. Many of these open spaces still have remnants and features of great historical interest and offer great amenity value, with the gardens and cultivated areas of the 'Square Mile' having long been a part of the City's past and character. Many Livery Companies still have gardens, some of which date from the medieval period.

The current level and quality of open space in the City of London needs to be considered in context. The numerous gardens, churchyards and areas of highway planting within the 'Square Mile' are often smaller than 0.2 hectare, but are intensively used. For example, Finsbury Circus Garden (approximately 0.51 hectares) received over 2 million visitors in 2008 and St. Dunstan's in the East (0.11 hectares) received a total of over 108,000 visitors in 2010. The number of open spaces within the Square Mile has increased significantly over the last 70 years. In 1927, there were just three surviving public open spaces, each of which had passed into the City Corporation's care some years before, plus a number of churchyards and disused burial grounds. Today, there are more than 150 open spaces in the City, not counting private gardens.

The City Corporation's Planning and Transportation department undertook an audit of Open Spaces in 2007 which comprised of a comprehensive survey of all open spaces in the City. This work was conducted as part of a national requirement, Planning Policy Guidance Note 17: Planning for Open Space, Sports and Recreation (PPG17) and used the typologies as set out in 'Assessing Needs and Opportunities: A Companion Guide to PPG17'.

In 2007 there were approximately 32.18 hectares (321,800 square metres) of open space within the City. Half (50%) of these sites are less than 0.049 hectares in size, 35% are in the range 0.05 to 0.2 hectares, and 15% greater than 0.2 hectares in size, as shown in Figure 1 below.

Figure 1: Number of Open Spaces in the City of London analysed by size (City of London Open Spaces Audit 2007).

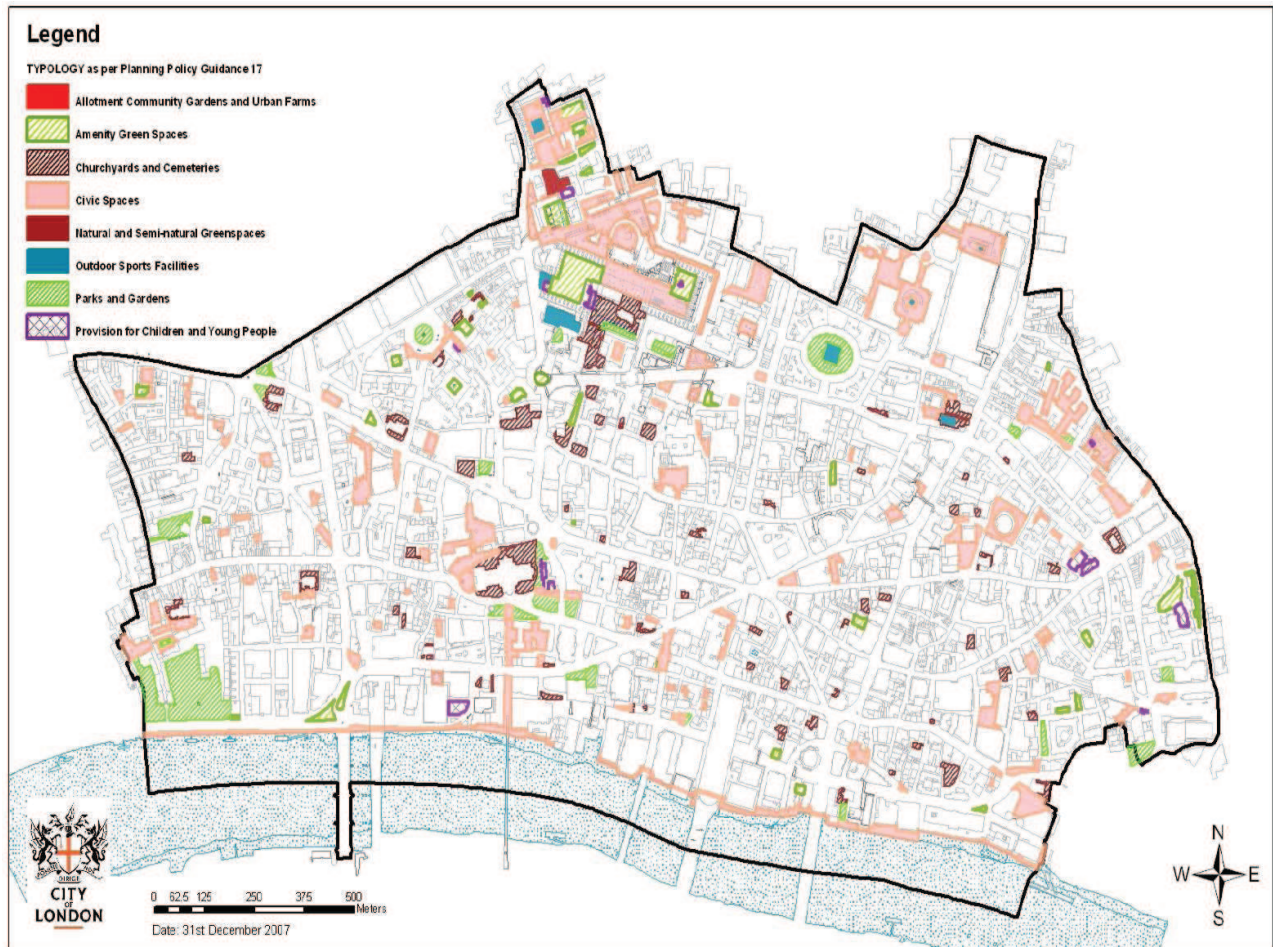


The size band distribution reflects the densely built-up nature of the City. Whilst 15% of the sites were greater than 0.2 hectares this contributes to 60% of the open spaces area in the City of London. There are four sites within the City that are greater than 1 hectare; these include the Middle Temple Gardens, the Riverside Walk, the Lakeside Terrace at the Barbican (this includes the adjacent lake however), and the Barbican walkway system (which was treated as a single open space); these contribute 6.14 hectares (61,400 square metres) of open space.

Figure 2 illustrates the spatial distribution of open spaces by typology. There is a dense distribution of open spaces surrounding the residential districts of Temple, Mansell Street, Middlesex Street, Golden Lane and the Barbican (see Housing info, City of London Corporation, 2007). Other areas of dense distribution include St. Paul's and the linear open spaces framework along the River Thames Embankment.

The main area where there is a spatial deficiency in open space is within the central and southern business area of the City, around the Bank of England and Cannon Street Station.

Figure 2: Distribution of Open Spaces by Typology (City of London Open Spaces Audit 2007)



Population Characteristics of the City of London

The characteristics of the City mean that it has a large influx of over 370,000 workers, students and visitors during the week (City of London Open Space Strategy, 2008) and a relatively small resident population of 9,000 (Office of National Statistics, 2008). This is an unusual situation which presents a number of unique challenges to assessing need and strategy development.

In summary, this figure comprises approximately:

- 342,000 workers (92%);
- 16,000 students (4.4%);
- 10,000 visitors (3%); and
- 2,400 day time residents (0.6%).

During the working week, workers, students, visitors and residents compete for access to, and use of, open space and sports and recreation facilities. Competition is at its peak at lunchtimes and after work during the summer months.

What do our users think?

The characteristics of the City mean that it has a very large influx of workers and students during the working week (Monday to Friday), with visitors also coming into the area throughout the week, and a relatively small resident population.

To capture the views of this diverse population, the City of London participates in the 'Million Voices' campaign which aims to capture public satisfaction towards the country's parks and open spaces through an online survey, Green STAT.

In addition to the on-going satisfaction survey, resident consultation events are also held twice a year at the City of London's Guildhall. These events which are open to all residents and provide an opportunity for them to ask questions to key officers from the City about any issues, concerns or ideas they may have about services they receive. A member of the City Gardens Management Team attends to ensure that any queries relating to the gardens and open spaces in the City are answered.

Leaflets and comments cards are also made available at all the City's main open space sites which provide good user feedback, which can be incorporated into making improvements.

At the end of 2008 all households in the City of London received a copy of the 'Place Survey' asking for residents views on living in the City. Parks and Open Spaces services received one of the lowest levels of satisfaction, with only 59% of respondents rating the service provided positively. Feedback from residents revealed that one of the reasons for low satisfaction was the lack of access to public gardens for residents at weekends, particularly those gardens close to where residents lived. Although the closures at weekends were something that had happened historically in the City, the City Gardens Team was able to rectify this with the opening of both Finsbury Circus and Portsoken Street garden at weekends from 2009 onwards.

Another issue that was consistently raised was the lack of play facilities available for children in the City. In order to address this, the City applied for funding from Play England's 'Play builder' project to build two new playgrounds at Tower Hill Garden and Portsoken Street Garden. The funding was granted and these projects were successfully implemented in spring 2010. Funding for a third 'Play builder' project was also applied for and has now been completed at West Smithfield Rotunda Garden as of spring 2011.

Following on from the 2008 'Place Survey', a face to face survey targeting a representative sample of over 1000 members of the City's core community, including residents, workers and visitors, was carried out in August and September of 2009. The survey showed 86.1% of respondents used open spaces in the City, the popularity of the open spaces was reflected in the high frequency of visits. Virtually half of open space users visit the gardens on a weekly basis. This not only illustrates that the open spaces are attracting visitors, but that we are successful in retaining these visitors. 99.5% of respondents were satisfied with the standard of maintenance within the City Gardens and 97% of respondents agreed or strongly agreed with the statement "I always feel safe in the parks and gardens in the City". This has increased since the 2004 survey when 85% of respondents said that they felt safe.

The results of these surveys provide a useful indication of the satisfaction levels with the services currently provided by the City Gardens, and feed in to the development of policies and future management plans for different areas and open spaces in the City as well as individual open spaces.

Our Vision for the City Gardens

Our overall aim is to provide high quality urban green space, which reflects and benefits the local community it serves. Our vision is:

“The creation of a network of high quality and inspiring open spaces which help ensure an attractive, healthy, sustainable and socially cohesive place for all the City’s communities and visitors.”

To achieve this vision, we recognise the importance of working towards an agreed national standard for good practice in the management of parks and green spaces. We have carefully considered the **Green Flag Award** recommendations for a successful park, and have adapted these to form our eight key service objectives:

- 1. *Well Managed Spaces***
- 2. *A Welcoming City***
- 3. *Healthy, Safe and Secure Environment***
- 4. *Well Maintained and Clean City Gardens***
- 5. *Sustainable City Gardens***
- 6. *Spaces that Address Conservation and Heritage***
- 7. *A City where Community Involvement is Encouraged***
- 8. *Well Marketed and Promoted City Open Spaces***

Through working to these objectives, we aim to not only achieve Green Flag status for a number of our eligible City Gardens and churchyards, but also to uphold these service objectives in all of our City spaces and to maintain this high standard for the life of this Management Plan.

What does this Management Plan contain?

This management plan is divided in to three parts.

- The first details how the City will deliver the eight key service objectives mentioned above.
- The second half of this plan provides an introduction into the different categories of Open Space that are owned or maintained by the City Gardens Section and lists the similarities that exists within them and effect their management. Following on from this is the Management Plan objectives for the City Gardens.
- Part three contains site specific action plans for those sites which are designated as Sites of Importance for Nature Conservation (SINC’s) and those sites being proposed for SINC designation. This section contains further information regarding the unique attributes of these sites that have resulted in their designation, along with specific action plans describing ways in which these will be positively managed to improve and enhance their condition.

For sites that do not have SINC status but share similar features, the management action plans have been combined in part two to reduce the overall size of this document.

In setting these action plans, we strive to be as realistic as possible, working within the constraints of available financial and staff resources, and have also given careful consideration to the improvements recommended by our visitors through recent consultation.

Looking Back: What has been achieved over the past 3 years?

The past three years have been a time of great change, challenge and achievement at City Gardens, the main focus of which has been bringing the grounds maintenance team in-house in 2008 after thirteen years of external contractual arrangements.

These changes have allowed us to take a fresh look at the way in which the City Gardens are managed and consider our strengths, as well as areas for development. A number of new projects have been completed, both 'front of house' and 'behind the scenes', which until recently has not been widely communicated to visitors.

Looking back over the past three years, our key achievements grouped by the eight service objectives include:

Well Managed City Gardens

- Introducing annual performance and development reviews for all staff.
- Developing a long term training policy and plan for all staff.
- Introducing monthly team meetings for all staff.
- Reviewing and updating all staff job descriptions, contracts, rotas, and working/opening hours.
- Development of a Conservation Management Plan and achievement of Green Flag Status and a Green Heritage Award at Bunhill Fields Burial Ground.
- Annual entry into the London in Bloom Competition where the City Gardens have been awarded the 'London in Bloom Champion of Champions' award in 2010 and a Gold in the Borough Category in 2008 and 2009. The City Gardens also won the Sustainable Landscaping Award and a Gold Award in the Town Category of Britain in Bloom in 2010.
- Annual entry into the London Garden Society awards where individual City Gardens have received Gold, Silver and Bronze awards.

A Welcoming City

- Commissioning a disability access audit, producing an action plan and implementing key recommendations where possible.
- Improving the signs and notice boards in several City Gardens to ensure sites are informative and welcoming.
- Lockable cabinets have been erected in 10 gardens to display up to date information and newsletters. These are located at West Smithfield Rotunda, Portsoken Street Garden, Bunhill Fields Burial Ground, Postman's Park, St.

Mary Aldermanbury, St. Dunstan's in the East, Finsbury Circus, Cleary Garden, Fann Street Wildlife Garden and St Botolph Bishopsgate.

- Production of an introduction to the City Gardens leaflet, a City Walks leaflet, a City Wildlife Walks leaflet and a Bunhill Fields leaflet.

Healthy, Safe and Secure Environment

- Delivering 113.5 days of staff learning and development, including personal safety, leadership development, customer care and health & safety training across the City Gardens section in 2010.
- Undertaking a risk assessment and review of work activity within the City Gardens.
- Carrying out a detailed health and safety audit of the City Gardens work processes.
- Supplying each member of staff with new uniform, personal protective equipment and a set of professional hand tools.
- Production of a '*City Gardens Working Safely Manual*'.

Well Maintained and Clean City Gardens

- Introducing a grounds maintenance management system to schedule and record all maintenance tasks.
- Introducing an annual audit and inventory check of all equipment and tools.

Sustainable City Gardens

- Selecting peat free plants for the City.
- Including nectar rich and biodiversity enhancing herbaceous material in new planting schemes.
- Installing bird, bat and insect nesting boxes along with bird feeders and log piles to Sites of Local Importance for Nature Conservation (SLINC).
- Completion of the planter replacement scheme project.
- Introduction of insect hotels to 5 gardens as part of 'Beyond the Hive' design competition.
- Installation of a bee hive at Bunhill Fields.
- The completion of various wildlife surveys including: insect survey, bird counts as part of the RSPB big garden bird watch and a survey of the uptake of nest boxes across the City Gardens.
- The introduction of separating the recyclable litter from general waste from the City Gardens was achieved.

Open Spaces that Address Conservation and Heritage

- Removal of invasive weed species from the Historic City Walls.
- Mulching a third of the City's shrub bed and hedge bases annually to suppress weeds and retain soil moisture.

- Creating and enhancing habitats to encourage species variation.
- Introducing scheduled annual inspections of all trees by an arboricultural consultant.
- Production of a Tree Strategy.

A City Where Community Involvement is Encouraged

- Improving links and relationships with local schools and community groups through talks and events.
- Annual reading event held at Bunhill Fields in partnership with the City of London Library to coincide with the National Summer Reading Challenge.
- Bulb planting and species monitoring by the Lord Mayors Scout Group amongst other volunteers at various City Gardens throughout each year.
- Annual bird monitoring by local residents as part of the RSPB's Big Garden Bird Watch.

Well Marketed and Promoted City Open Spaces

- Producing free promotional leaflets and maps.
- Introducing a 'What's New' newsletter for City Gardens.
- Contributing to the Open Spaces Department annual report.
- Regularly updated City Gardens Website detailing news and activities.
- Organisation of historical and horticultural walks in partnership with the City Guides at Bunhill Fields and around various other City Gardens throughout the summer months for visitors, residents and workers.
- Delivering the 'Beyond the Hive' insect hotel design competition in partnership with British Land, involving City Businesses and City Workers; and delivering the Insect Hotel Painting and Drawing competition sponsored by the Worshipful Company of Gardeners and participation by local primary schools.

Objective 1: Well Managed Spaces - Policy Context

The City Gardens are part of the 10,500 acres of open space provided by the City in and around London as part of its commitment to sustaining a world class City.

1.1 The City of London Corporation: Working for a World Class City

The City of London Corporation is responsible for the financial and commercial heart of Britain – the City of London. The policies it pursues and the high standard of service it provides are dedicated to maintaining and enhancing the City of London's status as the world's leading international financial and business centre. The City's responsibilities include the full range of services usually provided by a local authority, such as planning, housing, education, social services, environmental health and waste management – all geared to meeting the needs of the City's residents, businesses, workers and visitors.

However, the City also provides a range of additional services for the benefit of the City, London and the nation as a whole. This includes being the Police authority for the City of London, the port health authority for the River Thames, as well as ownership and management of the world renowned Barbican Centre.

The City has recently produced a Community Strategy that sets out the vision for the City of London and aims to ensure that all services offered reflect the needs and aspirations of the City's communities – namely businesses, residents, workers and visitors. The City Together Strategy concentrates on the activities within the Square Mile and incorporates the Local Area Agreement, while the Corporate Plan covers all the City's activities, including the Open Spaces, outside London.

The City Together Strategy 2008-2014 has been prepared by the City Together, the Local Strategic Partnership for the City of London, on behalf of everyone who works in, lives in or visits the City. The City Together brings the key public, private and voluntary sector providers in the City together with representatives from the City's resident, business, worker and faith communities.



The vision of this sustainable Strategy is underpinned by a series of objectives which have been organised into five themes which will enable greater cross working by partners across the range of issues faced by the City's diverse communities (shown above).

The City's Corporate Plan represents the long term ambitions which contribute towards achieving the vision for the City as set out in the City Together Strategy, and the objectives of those services operating outside of the Square Mile. In order to demonstrate how the Open Spaces Department's strategic aims and objectives are linked to the themes in the City Together Strategy, they have been developed in line with the main priorities for the Department.

1.2 Open Space Management

The City of London's commitment to open space management dates back to the 1870s when, in response to the rapid disappearance of many public open areas to make way for the building of new suburban homes and city offices, it embarked on an ambitious project to safeguard some of what remained.

1.3 The Open Spaces Department

The management of all City owned parks and open spaces is carried out by the Open Spaces Department, which is divided into five Divisions:

- 1 Parks & Gardens (City Gardens and West Ham Park)
- 2 Epping Forest
- 3 North London Open Spaces (Hampstead Heath, Queens Park, Highgate Wood)
- 4 Burnham Beeches and Stoke Common
- 5 City Commons (Ashted, West Wickham and Coulsdon Commons)

All of the sites managed by the Department are legally protected as permanent open spaces, which prevent them ever being developed. With the exception of the City Gardens, all are funded from the City's own resources at no cost to the public.

The Director of Open Spaces is responsible for overseeing the overall management of the Department and agreeing objectives for each site with the individual Divisional Superintendents. Over the past few years, the Director has been instrumental in forming twelve cross-departmental working groups in order to share best practice, agree policies and formulate a consistent approach for specific areas of work. Each working group is chaired by a member of the departmental management team and is attended by at least one representative from each open space site.

The Director's team also produce a Business Plan, which defines the overall objectives for the Department and its mission statement, which is:

'A world class city needs a world class environment'

The aims and objectives for the Department until 2012 across all areas are outlined in the departmental Business Plan, which also shows the practical steps the Department is taking to contribute to the City Corporation's overall priorities.

The revised Open Spaces Business Plan for 2009-2012 was produced in March 2009 and reflects all aspects of work in the Department and the key priorities and challenges that lie ahead. Each year all staff are provided with a summary, so that they are aware of the main objectives in the Business Plan.

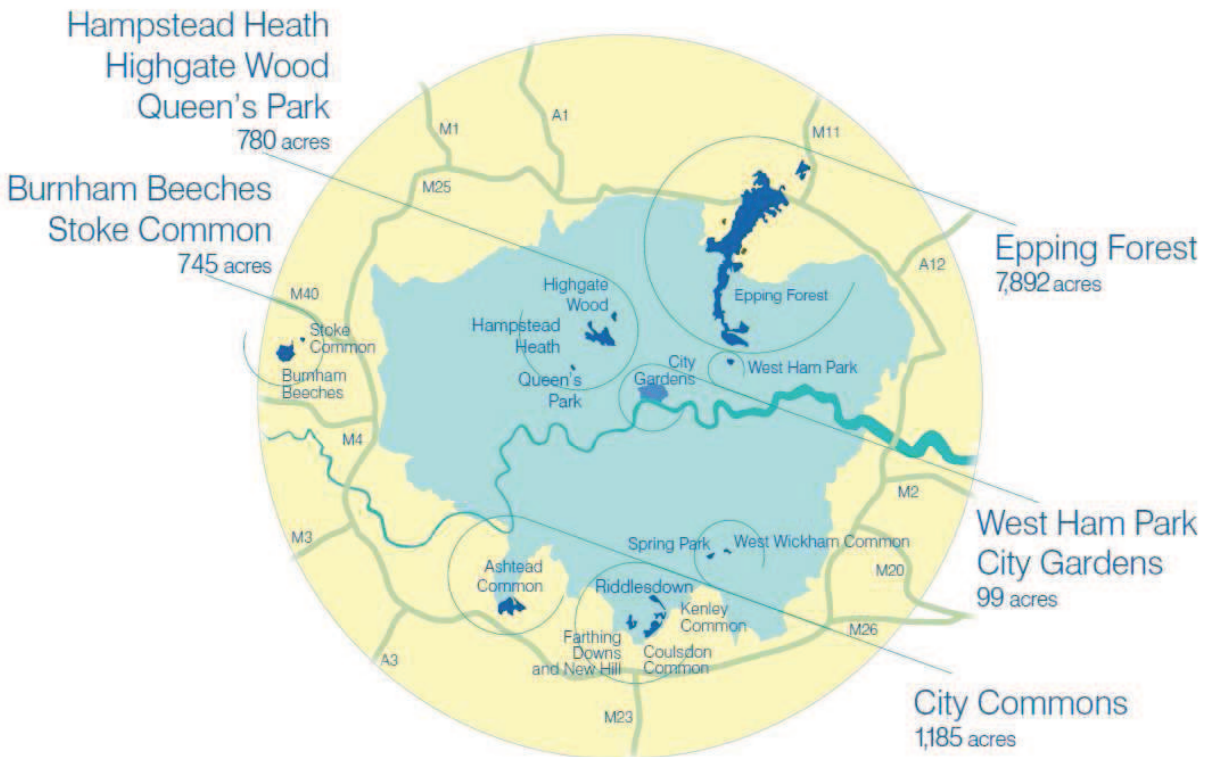
The relationship between the City's Community Strategy, Open Spaces Business Plan and local site Management Plans is illustrated below:



The importance of the City's open spaces is widely recognised nationally. Burnham Beeches and Ashted Common are classified as National Nature Reserves, Epping Forest and Burnham Beeches are both Special Areas of Conservation and many of the other areas contain Sites of Special Scientific Interest. In total, it is estimated that over 30 million visits are made to the City's open spaces each year.

As a major provider of open space in and around London, the City has also been a founder partner in a number of London wide initiatives to promote and protect green space, including the London Parks and Green Space Forum.

A map indicating the location of all the sites managed by the Open Spaces Department is shown below. Further information on each site can be found at www.cityoflondon.gov.uk/openspaces



1.4 Open Spaces Strategy

The City of London Open Space Strategy was produced in 2008/9 in order to ensure that the City's gardens are attractive, healthy and sustainable spaces for the City's community.

The Strategy identified 10 Strategic Objectives which are key in achieving the vision of open space in the City, these are:

1. To maintain and increase public access to existing open spaces and enhance the quality of these spaces, in terms of both design and management.
2. Increase the amount of high quality publicly accessible open space in order to maintain the existing City-wide ratio of 0.062ha per 1000 week day day-time population and focus efforts on creating additional publicly accessible open space in the Eastern Area of the City.
3. Ensure that all open spaces are designed and managed to be safe and accessible to all and, where appropriate, provide opportunities for different activities at different times of the day and year.
4. Provide additional play facilities (including equipped play areas) in existing and new spaces in accordance with the City Corporation's Play Strategy (2007-2010).
5. Maximise the provision of additional open spaces and trees to ensure that existing and new spaces make a positive contribution to the biodiversity value of the City.
6. Ensure that enhanced and additional open spaces accord with high standards of sustainable design, construction and management and take account of the potential changes to the City climate.
7. Maximise the provision of private and communal residential amenity space (balconies and roof terraces) and communal amenity space for office workers (including gardens and 'sky gardens') in appropriate locations.
8. Effectively manage the temporary loss of any open space during construction projects and ensure that high quality open space of equivalent or greater size is established as soon as possible following the necessary works.
9. Improve physical access to and use of open spaces in neighbouring Boroughs.
10. Increase public awareness and understanding of the different types of open space in and around the City and encourage the City's communities to make the most of open spaces and to help improve them.

Delivery mechanisms have been identified in order to implement the Strategy and a five year Delivery Plan is in place to guide delivery over the short and medium terms.

1.5 Designations, Restrictions and Covenants

There are a number of designations, restrictions and covenants that affect the management of the gardens, churchyards and Open Spaces within the 'Square Mile'. The main ones are listed and briefly described below (full details of designations that affect the way that sites are managed can be found in Objective 6: Conservation and Heritage).

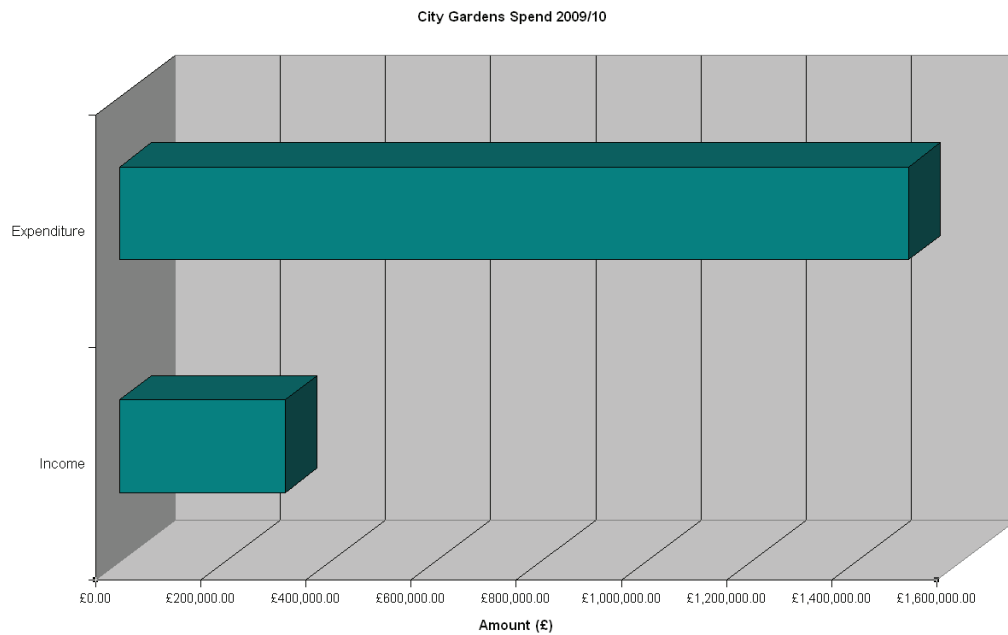
- **Disused Burial Act 1854** – closed churchyards in the City. These spaces are still owned by the church but many were landscaped and opened for the public to use e.g. Postman's Park
- **Disused Burial Act 1884**, enacted that there was to be no development on these lands.
- **Open Spaces Act 1906** – section 9 granted local authorities the power to maintain any Open Space or Burial Ground at their own cost.
- **City of London (Various Powers) Act 1952** – permits the City Corporation to maintain, by Agreement, unenclosed land and some disused Burial Grounds and Churchyards.
- **Conservation Areas:** These are designated by the City of London to safeguard areas of special architectural and historic interest. There are 26 in the City. If a tree is located in a conservation area, consent must be given before any pruning work etc. is carried out to it, by the City's Planning Department.
- **Sites of Importance for Nature Conservation (SINC);** the city has several gardens which meet the criteria and are classified as SINCs. The habitats within these sites are managed for the benefit for wildlife.
- **Listed Buildings, monuments** etc. (English Heritage) there are monuments and section of the Roman wall in the City that are listed on English Heritage's "Heritage at Risk Register" and monuments that have been scheduled due to their archaeological importance. These listings affect their maintenance which is managed by the City's Surveyors Department.
- **The Register of Parks and Gardens of Special Historic Interest** (English Heritage) Parks and gardens that due to their age, layout and features along with the quality of the landscaping have been assessed and recognised by English Heritage as Important and therefore appear on the register e.g. Finsbury Circus.

The City Gardens Critical Audit (2007) lists all sites that fall under the maintenance of the City Gardens Section and details the specific designations, restrictions and covenants that effect each individual site and the items within it, which we are responsible for maintaining.

1.6 Operating Budget

The typical annual expenditure budget for all of the City Gardens (not including Bunhill Fields Burial Ground) under the control of the Open Spaces Department is c.£1,500,000. The City Gardens Section also generates income through garden maintenance and project work that is carried out on behalf of other landowners and businesses, e.g. Barbican Estate, and money generated through charging third parties for access to public Open Spaces, e.g. to private filming companies for use of gardens for filming. Figure 3 shows the amount of income generated by City Gardens in comparison to expenditure.

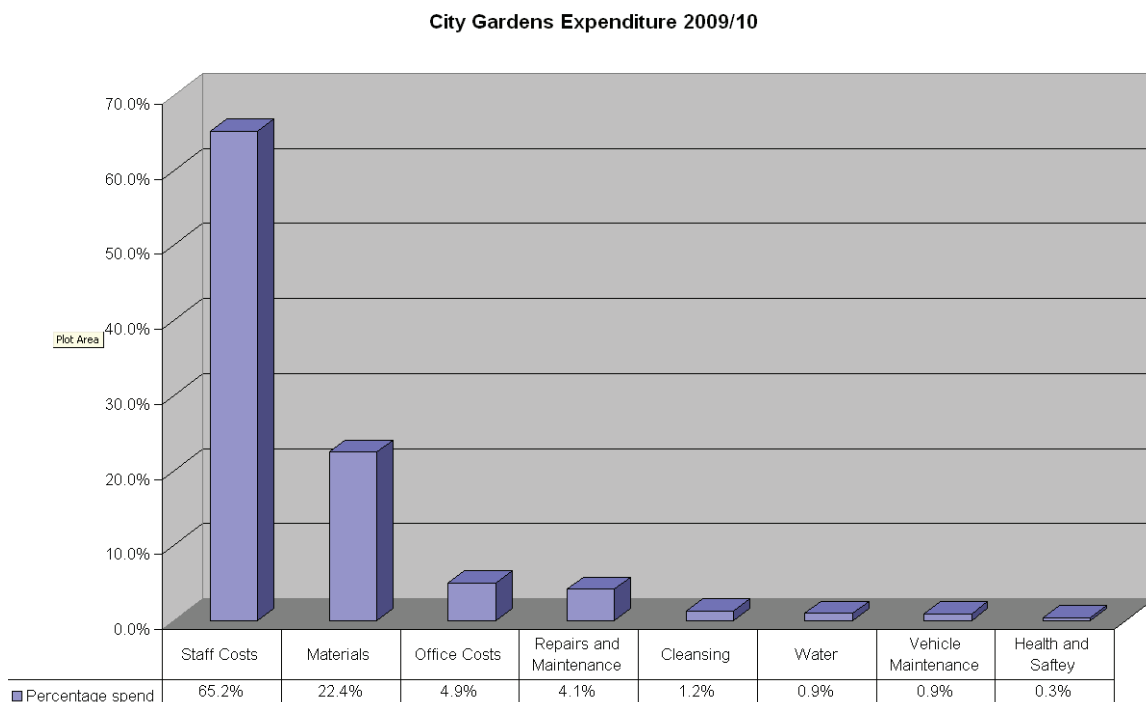
Figure 3: City Gardens Annual Expenditure and Income for 2009/10



What is our budget used for?

A large proportion of our total annual budget in each area is committed to fixed costs (such as salaries and utilities) and essential service provision, leaving only a small percentage for discretionary spend on repairs, maintenance and improvement projects. A typical breakdown of annual expenditure is indicated in Figure 4 below.

Figure 4: City Gardens Annual Expenditure 2009/10



Budget Constraints

In common with all areas of the City of London, we have been required to operate on a 'nil budget growth' basis for a number of years. Although general inflation has been added to the budgets each year, this has not met the cost of successive annual pay awards and rises in utility costs, and as such, it is becoming increasingly difficult to meet the cost of all the services we provide.

As it is unlikely that additional resources will be made available from the City for some time, the projects listed in this plan have been produced on that basis. However, should the City Gardens be subject to further budget cuts over the next five years, the list of proposed projects will have to be reviewed accordingly.

Staff Structure

The City Gardens section is overseen by the Superintendent, with the City Gardens Manager having responsibility for the overall management of the City Gardens and Bunhill Fields.

The City Gardens Manager and support team are all based at the Open Spaces office in central London. In addition, the garden team are based at several sites around the City, the main depot being at Blackfriars. City Gardens currently employs a total full time equivalent of 32 posts. The Manager is supported by a Supervisor and four Team Leaders - each managing a team of Gardeners – plus four support staff. Following the bringing in-house of the grounds maintenance contract, we have been fortunate in retaining a long serving team. The current staff organisation chart is shown in Figure 5 on the next page.

1.7 Investment in People

The City Gardens team were first successful in gaining accreditation in 'Investors in People' in 2005 and in 2008 following a corporate wide re-assessment. 'Investors in People' (IiP), is the national standard for good practice in the learning and development of people in organisations, as part of this, IiP UK require that a review must be conducted every 3 years. In 2011 we underwent the IiP reaccreditation assessment and were successful, a great achievement for the organisation and it's staff demonstrating the high standard and quality of staff development. The twelve principles of IiP will continue to guide our work on staff management throughout the life of this Plan.

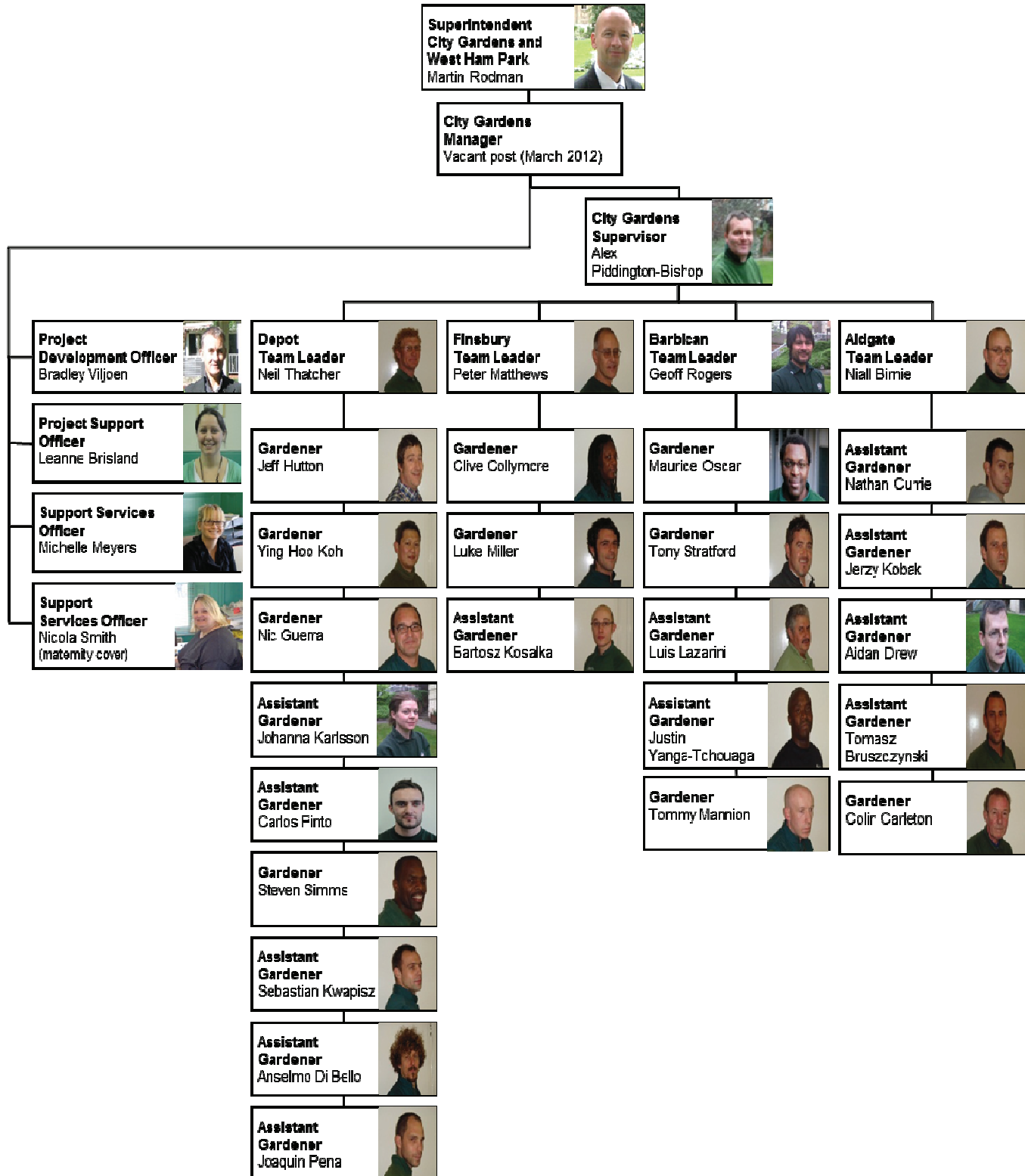
Staff Training, Learning and Development

Staff development remains important for the Open Spaces Department and a comprehensive record of training is now inserted on to iTRENT, the corporate HR system which holds organisational and employee details electronically. The City Gardens team are continually working to ensure that each staff member has a long term individual learning and development plan; setting out what is planned during the next three years. Individual training needs are identified from the annual performance and development reviews.

Recent improvements in the organisation, booking, recording and evaluation of courses will ensure that we continue to make progress in this important area. The Open Spaces Department has together a 'Training Manual' and 'Career Development Framework' to help guide learning, allowing employees develop their skills, experience and knowledge in their job role and in order to further their career. These will be useful tools for City Gardens Section as they will assist with succession planning for the future of the team.

Figure 5: Staff Organisational Chart 2011/12

City Gardens: Organisation Chart



Annual Performance and Development Reviews

All staff receive an annual review in order to provide a dedicated opportunity to talk on a one to one basis with their line manager about a range of development issues including personal objectives, competencies and training.

Engaging and Involving All Staff in Decisions

We are fortunate to have a considerable number of motivated and committed staff who are keen to be involved in shaping future plans and setting priorities. Although improvements have been made to internal communication over the past year, we continue to encourage further staff involvement through monthly staff meetings, annual staff consultation events and through an annual joint event with the Committee.

Recruitment and Induction

To ensure we recruit staff of a sufficient calibre, we provide potential candidates with a range of information prior to interview, including guidance on the City Gardens, the role and our overall objectives as a team. During interview days, we involve as many staff as possible in order to get a balanced view from the teams.

The City of London has a Single Equality Scheme which sets out how we intend to meet our general and specific duties under the Equality Act 2010. It also lists the equality objectives that we have developed in collaboration with our stakeholders. The aim is to make equality a central part of the way we work by putting it at the centre of policy making, service delivery and employment practice. The City Gardens recruitment process is in line with the corporate equalities strategy, and recruits the best candidates for the job.

On appointment, a detailed induction checklist is followed to ensure the best possible start for new staff, and progress is reviewed carefully at regular meetings with the line manager throughout the first year of employment.

1.8 Information Technology

To assist with the efficient management of the City Gardens as a whole, considerable use is made of IT. Over the past three years, we have invested in both computer hardware and extensive staff training to ensure that staff are able to use a computer to access site information, particularly through the electronic shared site diary and email system.

The City of London Open Spaces Department has a Geographical Information System (GIS) and this is used to develop and maintain accurate electronic site plans for all areas maintained by the City. In 2009, the site survey Computer Aided Design (CAD) drawings were updated for all gardens, churchyards and open spaces in the 'Square Mile' that are being maintained by the City Gardens Section. We are also a partner of Greenspace Information for Greater London (GiGL), the data record centre for the whole of London. Any ecological data recorded at any of our open space sites is sent to them to add to their database. The City then receive quarterly outputs of all the data that GiGL hold from their partners, providing us with up to date information about the species in the 'Square Mile' and at our other open spaces.

Currently, to enable detailed information about every tree in the City to be stored electronically and linked to a GIS based map and image library, the Arbortrak tree management software is used.

Support in developing IT solutions for the City Gardens service is provided by City of London's corporate IT department, who also oversees the replacement of all computer hardware on a three year cycle.

1.9 Data Management

A wide range of data and information relating to the City Gardens is held on an electronic and hard copy filing system in the City Gardens Office. All electronic information is available to all of the City Gardens team through a shared drive and is backed up daily.

1.10 External Assessment: The Green Flag Award

We recognise and support the need for independent external assessment of how the City Gardens are being managed in order to generate ideas, promote the gardens and encourage new thinking and service improvement.

The Green Flag Award is the national standard for parks and green spaces in England and Wales. The award scheme began in 1996 as a means of recognising and rewarding the best green spaces in the country. It was also seen as a way of encouraging others to achieve the same high environmental standards and to create a benchmark of excellence in recreational green areas. Awards are given on an annual basis and winners must apply each year to renew their Green Flag status.

The City is committed to the continuous improvement of all its open spaces through regular external assessment. To achieve this, the City has been a supporter of the scheme since it was introduced in 1996, and has now won over 60 flags.

Objective 2: A Welcoming City

Visitors are welcomed into the City and the City Gardens by two different styles of signage. In historic sites black wooden signs mark the entrances to for example churchyard gardens and burial sites. These are in-laid with a panel that displays the City of London Crest, as well as further details identifying who owns and manages the garden, opening and closing times, contact details, a brief symbolised version of the bye-laws, and a map of the site. In addition, a 24 hour emergency contact number is also featured on the signs should it be needed.



As part of the City's Street Scene Enhancement Strategy, way finding signage, street maps, node points and fingers posts have been upgraded around the City.

Installation was completed in 2007 and the scheme was 'highly recommended' at the 2006 FX International Design Awards.

New Open Spaces that have been developed in partnership with the Street Scene Department contain this more modern style signage.

Figure 6: Signage at the Information Centre, St Pauls

Notice boards are also situated in a number of gardens informing visitors about various events taking place throughout the year. Typical information provided includes a 'What's New' newsletter updated six times a year, information on where to pick up the free Park leaflet and map, the entertainment programme, as well as the advertising of events and activities that are happening elsewhere in the City of London.

A number of information points have been set up around the City. Lockable cabinets allow our newsletter 'What's New in City Gardens' to be displayed alongside leaflet dispensers. Our bi-monthly newsletter is also emailed to a wide variety of residents, Councillors and workers to keep them up to date with all the latest information regarding events and activities in the City Gardens.

Figure 7: Lockable cabinet at Cleary Garden displaying newsletters

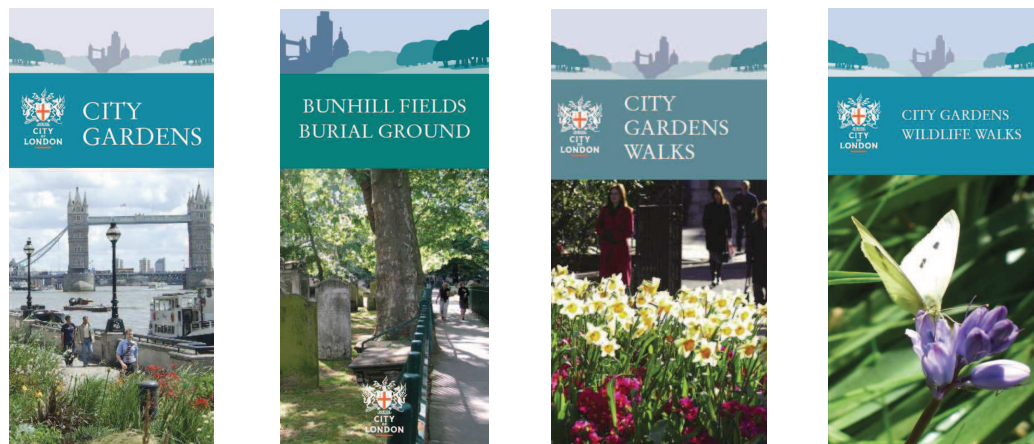


We have developed a comprehensive portfolio of leaflets to welcome visitors to the City Gardens. Our introductory leaflet gives an overview of the gardens and provides a useful map identifying where the gardens and churchyards are in the City.

We have a similar leaflet for Bunhill Fields Burial Ground and an incredibly popular *City Gardens Walks* leaflet. This is a folder style leaflet with three pull out garden-orientated walks that builds on our introductory leaflet with the aim of encouraging easier access to the gardens for our users.

In 2011 we added the *City Gardens Wildlife Walks* leaflet to the suite of leaflets already on offer. Another folder style leaflet which also includes three guided walks, which individually focus on living buildings and green roofs within the City, the Thames riverside habitat and other 'behind the scenes' biodiversity improvements to add another dimension to the information already on offer and of particular interest to visitors.

Figure 8: City Gardens Leaflets



By far the best way to discover the joys of the gardens and to appreciate the wide range of planting, some of which has a fascinating history, is to join a walk led by a qualified City of London Guide, who are trained in horticulture and the history of the gardens. The City Garden's team have worked closely with the City Guides to set up this additional service for the City Gardens and a continuation of this close relationship and of a jointly-run horticultural education programme that is now in its fourth year.

The City Garden's team also contribute to various publications including the Young City Magazine, City Resident, Barbican News and City View as well as the Garden's own What's New newsletter, ensuring that residents of all ages are kept informed and invited to any events and activities taking place in the City gardens. In addition the team also contribute regularly to national industry publications.

Our services have been made more accessible through improvements to our website (www.cityoflondon.gov.uk/citygardens) where all of our interpretative material can also be found, and further improvements are continuing to be made. Temporary signage around the City Gardens has also been improved, ensuring that garden users are kept abreast of any works being undertaken in the gardens.

2.1 Something for Everyone

A key part of our vision for City Gardens is to provide facilities for all. Our overall aims for achieving this for the life of this Plan are as follows:

Garden Design: the City's parks and gardens incorporate a balanced mixture of floral displays and sustainable planting, providing a foil for the City's varied architectural heritage and unique - and concentrated - patterns of usage. The City Gardens team works tirelessly to ensure that standards across all the open spaces in the City are maintained to the highest level.

Footpaths: we will carry out regular inspections and repair of all footpaths with the aim of maintaining them and improving the level of accessibility (see below for further detail regarding access).

Garden Furniture: we will continue to maintain the benches, railings and signs in City Open Spaces, ensuring that they are regularly inspected and refurbished. If replacements or temporary additions are required, they will be in the same style, and will be purchased from sustainable sources.

Buildings: we will preserve all buildings and structures in the open Spaces through regular inspection and maintenance; and ensure that they continue to be fit for purpose.

Trees: we will continue to manage our diverse tree stock with the aim of maximising the amenity, historical and wildlife value through regular inspection and high standards of arboricultural care.

Information and Assistance: we will continue to ensure that staff are easily recognisable by wearing City Gardens uniform, and are on-duty in the gardens during opening times. We will also improve the availability of City Gardens literature by installing further leaflet dispensers throughout the gardens.

Toilet Facilities: toilet facilities are not available within any of the City's gardens, simply because their small size makes it impractical to provide these facilities. The City does provide public toilets at busy tourist spots which are clearly marked on our maps and in our leaflets so that they are easy for visitors to find should they require them.

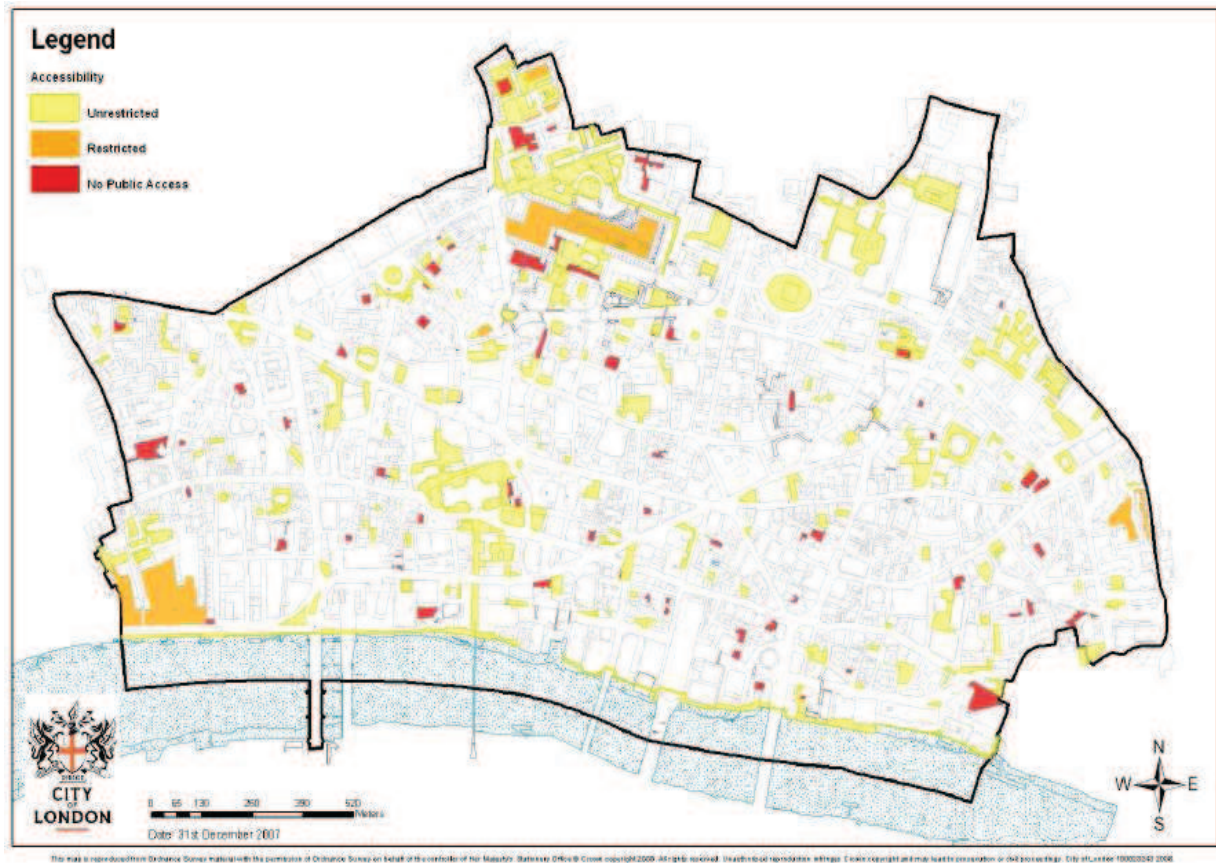
Site Accessibility: we aim to ensure that as many of our open spaces are publically accessible as possible. However, there are open spaces with restricted or no public access, but these still enhance the visual amenity and contribute to improving the environmental quality and biodiversity value of the City. It is for this reason that private open spaces were included in the City's Open Space Audit of 2007.

The level of accessibility of city gardens sites to all members of the public was evaluated and assessed, as shown in figure 9. Accessibility was categorised as:

- **Unrestricted** - Access which provides full public access.
- **Restricted** - Access where public access is only to a small group of people (for example, a residents' garden).
- **No Public Access** - Where the site is private and usually occupied or leased by a single organisation or individual.

The Audit found that 23.31 hectares of the Open Space surveyed had unrestricted access; this means that 72% of the total open space in the City is freely accessible to all.

Figure 9: Map showing the levels of accessibility in the City of London Open Spaces (City of London Open Space Audit 2007)



2.2 Addressing the Disability Discrimination Act (1995) requirements

The City of London's Equal Opportunities Policy states that '*promoting equality will enrich our service delivery and ensure that our services are fair and sensitive to peoples needs*'. In order to achieve this, the City aims to:

- **Ensure** staff are trained to meet the needs of disabled people,
- **Ensure** that premises and services are physically accessible to all that need to use them,
- **Provide** information in a format most appropriate to the needs of the person requiring it,
- **Provide** communication aids to ensure that disabled people can both understand the service being provided and be understood by the service provider,
- **Involve** disabled people in the planning, monitoring and evaluation of services to ensure best practice and continuous improvement,
- **Continue** it's commitment to the recruitment and retention of people with a disability.

The Disability Discrimination Act (DDA) 1995 makes it unlawful for service providers to discriminate against disabled people.

The Open Spaces Audit of 2007 looked at the accessibility of the City's Open Spaces for disabled people and found that most sites within the City provided sufficient space for wheelchair access, and just under half included adequate ramp or stepped access.

Access was found to be most difficult in the City's churchyards, cemeteries and other historic sites, which were not originally designed with any consideration of wheelchair users. The City Gardens Section have been working with these organisations to improving access at these sites and have succeeded in installing wheelchair access slopes at St. Dunstan's in the East (2006) and St. Bride's Church (2007/8). The recent improvements to West Smithfield Rotunda in 2011 mean this historic garden also now includes DDA compliant access via the main circumference path. Newly designed sites usually provide ramp or elevator access, or are designed to be completely level, for example Paternoster Square.

2.3 Getting to the City Gardens by Public Transport

The City is easy to get to and easy to get around. Situated at the heart of London's public transport system, it is served directly by seven Underground lines, 13 tube stations, seven mainline stations, 38 high-frequency bus routes and 24 night bus routes. With the major rail terminal at London Bridge and Waterloo just over its borders and the frequent commuter rail services operating throughout London and the wider South East region, getting in to the City and visiting the City's Open Spaces by public transport couldn't be simpler. This unique level of accessibility is complemented by the Docklands Light Railway at Bank and Tower Gateway, various commuter coach services and river boat services which operate from piers at Blackfriars, London Bridge and Tower Hill. The City is also linked by rail to all of London's airports while the high-speed Eurostar international rail services operate from nearby St Pancras station.

Objective 3: Healthy, Safe and Secure Environment

3.1 Health and Well Being

The City has a number of facilities that assist visitors in living a healthy lifestyle through physical activity in and around its open spaces.

Guided Walks

City Guides conduct a walk every Wednesday throughout the summer at Bunhill Fields Burial Ground and provide visitors with information on the historical and horticultural significance of the site. The on-site gardener is also available to take visitors into certain restricted access sections of the burial areas when requested. On Saturday's and Sunday's throughout the summer the City Guides also lead walks through several City Gardens starting at St Paul's Cathedral. The walks are a very effective way to introduce our users and non-users to new gardens that they are often not aware of.

The City Gardens team have also produced the *City Gardens Walks* and *City Gardens Wildlife Walks*. These two free leaflets each contain three trails which lead readers around gardens in the City, providing horticultural, historical and wildlife information about the gardens visited, and encourage people to do set walks at their own leisure.

Quiet Relaxation

The City Garden's provide an area where visitors can relax and contemplate in a quiet and beautiful environment, indeed relaxation was found to be the most popular use of the Open Spaces in the face to face survey that was carried out in 2009, with 74% of respondents using the gardens for this purpose.

Secured seating is available in the majority of the City Gardens. Benches are positioned to enable enjoyment of attractive views and the changing seasons.

3.2 Equipment and Facilities

Sports Facilities

The City has the following sports facilities:

- Golden Lane Leisure Centre: City Corporation run public facility providing a 20m x 8m swimming pool, 1 court sports hall, club rooms offering various uses and 2 outdoor tennis/netball courts;
- Sir John Cass Primary School: Providing playgrounds with limited markings and a small sports hall. These facilities are currently used for sports development work, including coaching, but are not suitable for wider community use;
- City of London School: Limited use by local schools and available to external hirers providing a 25m x 10m swimming pool, 2 indoor court facilities and a large outdoor playground area;
- City of London School for Girls: Limited use by external hirers providing a 25m x10m swimming pool, diving pit, 2 indoor court facilities and outdoor courts for tennis and netball;
- St Botolph's Churchyard: Available for public use providing 1 tennis/netball court,

- Barbican Estate (Barbican residents only) multi-use area with lining for netball and tennis court, plus a cricket net;
- Finsbury Circus: Bowling green (temporarily out of action as a result of Cross Rail works);
- Broadgate Office Development: Ice rink and croquet lawn (seasonal);
- White Lion Hill Basketball Court.

A review of public sports facilities in summer 2007 by the City Corporation's Community and Children's Services Department revealed that most sites are well used and are operating at near capacity levels.

In January 2008, a separate website based audit was carried out of sport and health and fitness uses in and around the City. This found that, in addition to the facilities outlined above, the City and the surrounding area (within 400m) is home to approximately 45 commercial gyms/health clubs. There are also an unknown number of private gyms and fitness suites in office buildings that are for use by employees only.

Play Provision.

In terms of children and young peoples' play facilities, the City of London Open Space Audit (2008) incorporates the findings of the City of London Play Strategy (2007-2010), which considered the qualitative, quantitative and accessibility elements of play and informal recreation facilities in the City.

This revealed the following provision in four of the City's residential clusters:

- **Barbican Estate** – equipped playground in Thomas More Garden (multi-use play unit with slide, cradle seat swings, flat seat swings, roundabout, hopscotch, two spring animals, boat themed multi-play unit, see-saw and a ball court);
- **Barbican Estate** – equipped play area in Speed Garden (cradle seat swing and multiuse play unit with slide);
- **Golden Lane Estate** – small equipped play provision adjacent to Cullum Welch House (1 x multi-use play unit and spring bike within a 'play pit');
- **Mansell Street Estate** – equipped play area next to estate car parking (multi-use play unit with slide, cradle seat swings, flat seat swings, seated roundabout, hopscotch, two spring animals) plus an outdoor ball court, which is used by Millwall Football Club for coaching sessions);
- **Middlesex Street Estate** – small equipped play area (multi-use play unit and 'play mushrooms') plus outdoor ball court;
- **Tower Hill Gardens:** equipped play provision including more naturalistic play features installed as part of the Play builder project;
- **West Smithfield Rotunda Garden:** 3 x play features introduced to the garden as part of the Play Builder project;
- **Portsoken Street:** naturalistic play features installed as part of the Play builder project; and
- **St Peters Hill Walkway:** metallic urban play features added along the walkway for explorative play.

Many of the equipped play areas are on the 'private access' areas of housing estates and are not intended for use by the general public, however the features installed as part of the Play builder projects are all publically accessible.

Fortune Street playground, refurbished in 2002, 300m north of Golden Lane Estate, is also accessible for City residents although in the London Borough of Islington. This comprises 3 Multi-use Play Units (2 with slides), cradle seat swings, roundabout, rope climbers, spring animals and a traditional see-saw.

Furniture in the City's Open Spaces

All furniture in the City's Open Spaces is inspected on a weekly basis, with ad hoc visual inspections also carried out daily by staff as they carry out their daily rounds. Benches are secured for safety and to prevent movement, because of this they usually receive their annual painting/treatment in situ, with appropriate protection used until suitable for re-use.

Toilets

Bunhill Fields Burial Ground is the only Open Space site under the City Gardens management which has toilet facilities located on site. The other Open Spaces sites do have publically accessible toilets within their vicinity that are clearly denoted on our literature and signage. The face to face user survey that was conducted in 2009 found that 63% of visitors stay in the gardens for less than 1 hour, these visitors are most likely office workers who use the spaces to relax and eat their lunch in, therefore toilet facilities are not the main priority for these people. Visitors from the UK and overseas are most likely to visit for longer lengths of time, in the more tourist areas of the City e.g. St Paul's Cathedral, public toilets are available.

First Aid Assistance

Although understood not to be a primary function of our service, first aid kits are held at the City Gardens depots located at several points around the City. City of London vehicles are also all fitted with first aid kits in case of an emergency.

3.3 Site Inspections

To ensure that safety systems that are put in place are working, regular inspections are carried out both internally and externally. All inspections relating to the buildings in City Gardens are managed by the City Surveyors department. These checks include:

- Legionella checks of water systems
- Electrical circuit and Portable Appliance Testing (PAT)
- Gas appliance servicing
- Building fabric inspections and repairs
- Fire and security alarm system servicing

Visual inspections of all areas of the City Gardens are carried out on a daily basis by staff as part of regular duties. However, a more thorough weekly inspection is also carried out as follows:

- Workplace (mess-room) inspections every month
- Vehicle inspections on a monthly basis
- Ladders & safety platforms have quarterly inspections
- Hard hat & harness system inspections once a year
- Machinery inspections every quarter
- Drivers licence checks on an annual basis

Any serious defects are reported to the Team Leader for action. Inspections are recorded, and checks are also carried out to ensure that the statutory inspections, that are the City Surveyor department's responsibility, have also been conducted. Any issues arising from the inspection which are not under our power to resolve are logged on a separate defects sheet and passed onto the relevant person / department for action.

Although trees are subject to a specialised independent annual survey, staff carry out regular visual inspections, particularly following any severe weather.

Graffiti and Vandalism

If any graffiti or vandalism is noted through site inspections, it is dealt with through its removal as soon as possible. However, with the exception of a few isolated incidents, the City Gardens have not experienced serious problems in this area for a number of years.

3.4 Security in the City's Open Spaces

Staff Presence

A team of 22 maintain the gardens in the Square Mile and at Bunhill Fields. We have a permanent on-site gardener at Bunhill Fields who carries out horticultural and cleansing duties as well as showing visitors to graves where requested. The remaining staff are split into 4 teams which look after different quarters of the City. Staff move between different sites during the day to carry out their daily duties. When garden renovation or larger projects are taking place staff from different teams work together to complete the task at hand. Team Leaders are supplied with a mobile phone and the majority of staff carries private mobiles with ICE numbers readily accessible.

Park Bye-laws

Bye-laws are informally enforced by members of staff, often when dealing with anti-social behaviour in the gardens, for example by asking people to leave the site if they are handing out flyers or advertising brochures. However employees do not have the power to prosecute, and as such, rely on assistance from the local Police in dealing with persistent issues.

The bye-laws were last fully revised in 1912, and it is acknowledged that they would benefit from a City Gardens wide bye-laws review, but to undertake this would be dependent on available resources in the appropriate departments.

Although we receive occasional enquiries regarding the reasoning for the 'no cycling' bye-laws, these are outweighed by requests to do more to enforce the other bye-laws. In reality, despite whatever measures we put in place, there will always be a minority of Open Space visitors who will not follow certain bye-laws.

Control of dogs

The bye laws state that dogs are to be kept on a lead at all times, and that dog owners should clear up after their animals. As part of their daily rounds gardeners pick up any dog fouling that has been left behind when undertaking cleansing duties.

Police Support

The City of London Police are responsible for the safety of everyone in London's 'Square Mile'. They provide a rapid response or a more targeted support service where requested. The Force is organised into five Directorates:

- Economic Crime Directorate
- Counter terrorism and Serious Crime Directorate
- Specialist Support Directorate
- Territorial Policing Directorate
- Corporate Services Directorate

The police station staff have a wide range of functions that include giving crime prevention advice, investigating crime, patrolling, staffing the traffic and environmental zone, and dealing with public enquiries.

About 1,200 people work for the City of London Police. Around one third of these are civilian support staff performing a wide range of professional, administrative and some operational support roles. The City Gardens Section has a contact within the City Police who deals with all Open Spaces related issues within the Square Mile.

3.5 Vehicle Management

Vehicle safety procedures aim to reduce vehicle movements within sites to an absolute minimum. Wherever possible, we avoid having vehicles on publically accessible garden sites at all, but where it is essential, all vehicles must be informed of, and adhere to, our vehicle safety guidelines:

- **Maximum** speed in a site is 5mph and hazard lights must be used at all times;
- **Always** give way to all visitors and staff;
- **All vehicles** must be fitted with a reversing bleeper;
- In the event of having to reverse on site, a **banksman** must be used;
- **All vehicles** entering a site must be provided with a permit outlining these procedures.

3.6 Health and Safety

Under the Health & Safety at Work Act (1974), the City has a clear responsibility to conduct all its activities within the City Gardens in such a way as to ensure, so far as reasonably practicable, the health, safety and welfare of all it's employees, contractors and visitors.

Health and safety (H&S) is given a very high priority in all areas of the Open Spaces Department, and is formalised through the Open Spaces Health and Safety Management System. A key part of this is the internal auditing process which takes place annually and includes twelve key indicators that all Divisions should be working towards:

Organisation, Implementation and Communication: The City Gardens Section has a local H&S plan and statement, that it is regularly updated, clearly communicated and understood by all staff.

Risk Management: The City Gardens Section has Risk Assessments and Safe Systems of Work in place that cover all activities, operations and premises which adhere to current legislation and City Codes of Practice.

Training: All staff receives a thorough H&S induction followed by regular recorded and evaluated training determined by legislation, risk assessments and duties.

Volunteers, Contractors and Suppliers: The City Gardens Section has local arrangements to ensure that all third parties are working in accordance with H&S legislation.

Accident and 'Near Miss' Reporting: The City Gardens Section has procedures to ensure the reporting, investigation and analysis of accidents, incidents and near misses in accordance with City and Departmental Codes of Practice.

City Central Support: The City Gardens Section has arrangements in place with the Department of Technical Services, the Occupational Health Section and the central H&S Section to ensure central support according to the schedules defined in the Open Spaces H&S Policy.

Checklists, Inspections and Maintenance Records: The City Gardens Section ensures that all statutory tests and inspections are undertaken in accordance with current legislation and that infrastructure is regularly inspected according to an accurate asset inventory.

Policies: Based on Departmental guidance, the City Gardens Section defines site specific policies (as applicable) on Water Safety, Tree Safety, Play Equipment, Vehicle Safety, Events and Lone Working.

First Aid: The City Gardens Section has appropriate first aid arrangements relating to training and provision according to current legislation and local risk assessments.

Emergency Action Plans: The City Gardens Section has plans and procedures to deal with emergencies and disasters.

Fire Safety: The City Gardens Section has appropriate fire safety equipment, training and procedures based on local fire risk assessments.

Monitoring and Review: The City Gardens Section considers and reviews their local H&S Plan on an annual basis, advising the Open Spaces H&S Committee of any key issues arising from this process.

Since bringing the grounds maintenance team in-house at the beginning of 2008 considerable work has had to be undertaken to ensure that the H&S system is appropriate, in place and working. A H&S audit was carried out in 2009 and the resulting recommendations form an action plan of tasks to be implemented for the following year's audit.

The Way Forward

As one of the challenges with H&S related work is making all staff aware of procedures. It is acknowledged that a good way to do this is to set up a group of staff from across the City Gardens team, dedicated to this purpose. The group takes a practical, site based, approach to producing risk assessments, carrying out inspections for all tasks carried out at the site, discussing H&S issues to agree practical solutions, raising staff awareness and identifying required expenditure.

One of the key tasks for the group would be the production and regular updating of a Site Manual, to form a site based document for staff containing information and guidance on all aspects of working in the City Gardens, including:

- the quality of work required and the safe way in which it should be completed
- any key risks to be aware of at particular sites
- site and task checks/inspections required
- policies and guidance on all 'day to day' issues

The Site Manual would be a major piece of work that will take some time to put together, but would ultimately benefit all staff.

Objective 4: Well Maintained and Clean City Open Spaces

4.1 Grounds Maintenance

The City Gardens grounds maintenance team was contracted out between 1994 and 2007. Under the contract, grounds maintenance was determined on an output-based specification (performance quality). With the grounds maintenance team being brought in-house this has changed to frequency based performance. This allows for better measurement and planning of resources and cost.

Litter Collection	Litter is a significant issue across the City Gardens sites. Bins are placed at high use sites where there is sufficient space to locate them and staff onsite regularly empty them during the peak summer months. Recycling bins have been trialled at Finsbury Circus since 2009, and if cross contamination can be controlled, will be rolled out across other gardens in the coming years. Litter collections take place every morning as part of the gardeners' daily duties and throughout the day at higher usage sites. A two bag system is used to separate waste and materials that can be recycled.
Leaf Clearance	Full leaf clearance is carried out from October to December, by hand in shrub and flower beds, and by machine from paths and grass areas, with all leaf piles cleared at the end of each working day.
Shrub Bed Maintenance	Beds are to be kept weed free throughout the year, which equates to approximately once a week in the summer. Watering as necessary to ensure healthy growth and formative pruning, as required, in accordance with the specific needs of each variety.
Garden Grass Cutting	The Garden grass areas are cut to within strict parameters: no shorter than 25mm and no longer than 45mm, which equates to approximately once a week in the growing season. Clippings are removed and paths swept at the end of each working day. Following each cut, all lawn areas are edged by hand.
Garden Furniture	All park benches are checked daily, cleansed weekly and re-treated annually if required. All railings and fences are redecorated every ten years, but any badly worn areas are treated on an <i>ad hoc</i> basis.
General Cleansing	Pathways are swept regularly and leaf fall is picked up on a daily basis when required.

Re-landscaping works are always carried out in the winter due to the lower footfall experienced in open spaces.

The City Gardens Manager meets on a weekly basis with the Team Leaders to review current and future works. Progress is also discussed at monthly meetings and site visits between the Manager and Superintendent.

On sites which the City Gardens are contracted to maintain, any works done outside of usual maintenance, also known as variation work is recorded separately for re-charging purposes.

4.2 Maintenance Standards

The majority of maintenance tasks can be grouped into main categories. These are set out below, together with brief guidance on our service standards:

Litter and Waste Management

One of the City of London's core values as stated in its Environmental Policy is to follow the principles of environmental sustainability. Specific objectives set out in the 'Protecting the City in the 21st Century' policy include:

'Continue to reduce waste generation, maximise the re-use and recycling of waste material in our own operations and improve the cleanliness of London through our responsibilities relating to litter clearance'

Park Waste

Currently any litter collected in the City's gardens, churchyards and open spaces, is bagged using a two bags system, which allows recycled waste (glass, cardboard, tin and plastic) to be separated from other waste. As mentioned above recycling bins have been trialled in Finsbury Circus since 2009 and are due to be rolled out to other appropriate sites across the City in the future. Recycling in the City Gardens as a whole is a priority and various ideas on how to achieve this are being discussed.

In addition, all waste paper, plastic, glass, cans, cardboard and print toners generated by offices within the City Gardens are recycled. Office staff are also encouraged to minimise printing, but if printing is necessary to ensure all printed or copied documents are double sided and to re-use waste paper in order to reduce paper consumption.

Tree Safety Inspections and Maintenance

All trees owned and managed by the City of London in the Square Mile are inspected each winter by an independent tree safety consultant, with an additional summer inspection every two years.

Any work necessary is prioritised by the safety consultant in a report to the City Gardens Manager, who then engages a specialist tree contractor to carry out the work during the winter months.

Employing a tree contractor to carry out this work has proven to be more efficient than training and equipping on site staff to carry out this specialist work.

4.3 Grounds Maintenance Equipment

Induction

In order to ensure the correct use and maintenance of grounds maintenance tools and equipment, all staff receives an induction from an experienced member of staff before commencing a new task or operation. This system will be developed further to include more detailed records on individual staff competencies and the introduction of annual refresher training.

Equipment and Machinery

The equipment and machinery required by City Garden's staff to carry out their duties is stored at 5 main depots across the City where there is no public access. These are:

1. City Gardens Depot, 10 Castle Baynard Street, London EC4V 4EA
2. Barbican Depot, off Fann Street (by Bunyan Car Park), London, EC2Y 8DH
3. Finsbury Circus Depot, Finsbury Circus, London, EC2M 7AB
4. St Dunstan's in the East Depot, St Dunstan's Lane, London, EC3R 8DX
5. Bunhill Fields Depot, Bunhill Row, London EC1Y 8ND

Across the Open Spaces Department there is a requirement to set a five year programme for the replacement of vehicles and large equipment. The City Gardens Manager therefore has a rolling replacement schedule for all grounds maintenance equipment.

In researching replacement options, we are committed to selecting models that reduce the environmental impact, both in terms of energy consumption and noise pollution.

Maintenance of Equipment

Staff undertake basic daily checks of all equipment before use, with any defects reported to the Team Leader in order that repairs can take place as quickly as possible. Each week, a member of staff carries out scheduled checks to all our machinery.

All annual servicing and major running repairs of grounds maintenance equipment is carried out annually by an external horticultural machinery specialist, who take the machinery away for works, although minor repairs are carried out where possible on site by City Gardens staff.

Current discussions are being held with the Environmental Services and Open Spaces Department over a partnership to repair and maintain all vehicles and equipment in-house and within the City itself, thereby reducing cost and environmental footprint.

Tools & Equipment Inventories

Details of all tools and equipment are logged on a computerised inventory system, which is updated regularly with information on new purchases or disposals. In addition, all information on the grounds maintenance fleet is recorded on the Open Spaces Department wide Transform computer software package. This allows us to monitor the running and maintenance costs of each individual piece of equipment, thus informing decisions on eventual replacement.

Fuel Storage

For health, safety and environmental reasons, petrol is not stored in bulk on site, but is instead kept in 25 litre containers within locked petrol storage containers.

Staff Uniforms

All staff are provided with a full uniform depicting the City of London crest, and are required to wear it at all times. The full issue comprises:

Two pairs of winter trousers	One pair of boots
Two sweatshirts	One wet weather jacket
One pair of summer trousers	Two long sleeved polo shirts
One fleece	One winter hat
Two pairs of shorts	Four short sleeved polo shirts
One pair of wet weather trousers	One summer cap

Uniform replacement is carried out on an 'as required' basis by individual Team Leaders subject to wear and tear, with all items issued recorded.

Personal Protective Equipment (PPE)

All required PPE identified through risk assessments and accepted good practice is issued to the staff on an individual basis. This includes:

- Protective suits
- Goggles for eye protection
- Ear protectors and ear plugs
- Gloves

In addition, a range of more specialist PPE is held by Team Leaders to issue for less frequent tasks. An audit of PPE equipment is carried out annually by each Team Leader to identify any requirements for new and replacement equipment.

Individual Tools

All staff are provided with a range of personal tools and equipment and a storage locker, all of which are marked with an individual staff number. The tools issued are a fork, spade, shovel, hoe, rake, brush, edging shears, a half moon and pair of secateurs.

4.4 Buildings and Infrastructure Maintenance

All buildings and infrastructure maintenance is carried out on our behalf by the City Surveyors Department, who provide access to a buildings Surveyor, approved plumbing, electrical and building contractors as required, and also organise a range of statutory tests and inspections. The precise scope of the service provided is defined in a Service Level Agreement produced by the City Surveyors.

The City Gardens Manager and Surveyor meet on a monthly basis to discuss necessary repair and maintenance work, as well as any forthcoming major project work. In addition, a joint site inspection of all sites is carried out each July in order to record the condition of key assets and prioritise work for the following year against available resources.

Long Term Plans

To assist the forward planning process, City Surveyors maintain a rolling 20 year condition survey and plan for the repair, maintenance and improvement of buildings and infrastructure in City sites. This is reviewed annually through discussion between

the Surveyor, Park Manager and Superintendent, prior to the Surveyor preparing an annual funding bid for the following year's work.

In the event that cyclical maintenance cannot be funded from local risk budgets a bid for supplementary revenue funding of specific projects is made by the City Surveyors Department.

Minor Repairs

If repair work is necessary throughout the year, this is reported to the Surveyors contact centre by phone or email using a three stage priority system:

- **Priority one:** ensures a response within half a day
- **Priority two:** ensures a response within three working days
- **Priority three:** ensures a response (and quotation if necessary) within ten working days

In scheduling all maintenance work, we aim where possible to select materials and methods that minimise environmental impact, and with new projects, we particularly consider ways in which we can be more efficient with energy and water usage.

Statutory Inspections

The City Surveyors Department is also responsible for arranging and recording the following statutory inspections to buildings within City Garden sites:

- Portable Appliance Testing (PAT) (annually)
- Electrical circuit testing (every five years)
- Gas appliance testing/servicing (annually)
- Emergency light testing (every six months)
- Fire extinguisher and equipment testing (annually)
- Water systems temperature and Legionella testing (quarterly)
- Roller shutters inspection and service (annually)

Objective 5: Sustainable City Gardens

5.1 Environmental Management

We are committed to delivering the Open Spaces Department's Environmental Policy which aims to:

'Follow the principles of environmental sustainability in all areas of work'

This supports the Government's Sustainability Strategy '*Securing the future*', produced in 2005, and the City of London's own recently revised Sustainability Policy agreed in September 2005.

To help deliver the policy and to share good practice throughout the Open Spaces Department, a Sustainability Improvement Group (SIG), has been formed. It consists of a member of each Open Spaces department. The group have been developing an internal 'Sustainability Audit' to ensure that all sections of the Open Spaces department are carrying out activities in the most sustainable way, e.g. Using recycled paper in the office, recycling as much waste as possible and using low energy light bulbs in all our buildings. This system has been put together during 2009 and is due to be trialled in 2010 across the Open Spaces sites and then across other departments within the City of London Corporation.

An Environmental Sustainability Working Group also exists, that consists of representatives from different departments within the City of London. A member of the Open Spaces SIG sits on this group and feeds back to the Open Spaces Department via the SIG.

Climate Change

The influence of human activities on climate change is now recognised. The three warmest years on record have all occurred since 1998; 19 of the warmest, 20 since 1980. For the City Gardens and all open spaces, this presents a management challenge with more extreme weather events having a dramatic effect on hydrology, biodiversity and the built environment.

At a political level responsibility for delivering effective action on climate change within the City of London is divided between two groups:

1. Internal activities overseen by the Energy Working Party, established in 1975, and who were responsible for encouraging the purchase of renewable energy across the City in 1998.
2. External activities and partnerships overseen by the Policy and Resources Committee which have been instrumental in driving forward the importance of tackling climate change through adopting the Local Agenda 21 Action Plan, setting CO2 reduction targets, developing the Sustainability Policy and signing the Nottingham Declaration.

In January 2007, the City of London developed its Climate Change Adaptation Strategy. It was the first of its kind in Britain and earned the City Beacon Status in this particular field.

Research is on-going nationally and locally into the possible effects of climate change. This will help predict the long term effects on the local environment of the Park, and provide information on how to help protect the City Gardens environment through

identifying priorities for improving conservation and sustainable working practices. All developments will be monitored closely during the life of this plan, and where necessary, changes to landscape management techniques will be made.

Environmental Management System (EMS)

In order to coordinate and prioritise the environmental management activities carried out in the City's Open Spaces, a full EMS is being developed and implemented and any appropriate action points will be incorporated into the plans project list.

As an EMS is an on on-going process which must be incorporated into the everyday management of the City Gardens, it will be regularly reviewed and updated throughout the life of this plan. We will also use it as a basis for assessing all site tasks as part of the Site Manual and will ensure that in planning any new future projects, developments and initiatives, full consideration will be given to the use of sustainable methods through use of the City of London's Sustainability Framework.

5.2 Pesticides and Herbicides

Chemical Use

Herbicide use is kept to an absolute minimum and only applied in areas where cultural methods would prove too ineffective. It is intended to follow West Ham Parks lead and administer all herbicide applications by means of a controlled droplet applicator to reduce drift and the amount of chemical used.

Pesticide use is also very minimal and where possible, other methods are utilised, such as pruning out pest damage or leaving it for natural predators to eradicate.

Storage of Chemicals

All chemicals are stored in a locked and purpose built store, with all usage logged in a chemical application book. A summary of the chemicals currently used in the City Gardens is set out below:

Function	Chemical	Type
Remove weeds from paved areas	<i>Round up</i>	Contact / translocated herbicide
Cleaning benches and removal of graffiti	<i>Graffiti remover</i> <i>Disinfectant</i>	Cleaning materials
Control/removal of problem insects	<i>Vitax Intel Insecticide</i>	Insecticide
Herbicide : control of problem broad-leaved weeds in sports and amenity turf	<i>Mascot Greenor</i>	Selective herbicide
Herbicide : Removes algae, moss and lichen from external hard surfaces	<i>Mascot qualgex</i>	Contact herbicide
Herbicide: control of annual and perennial grass and broadleaved weeds	<i>Roundup probiactive</i>	Non-residual, systemic herbicide
Herbicide : control of most broadleaved and grass weeds	<i>Barclay Gallup</i> <i>Biograde Amenity</i>	Systemic weedkiller

Function	Chemical	Type
Control/removal of problem insects	<i>Crossfire 480</i>	Control of leatherjacket and fruit fly in sports and amenity turf areas.
Herbicide: control of many annual and perennial weeds in managed amenity turf.	<i>Mascot Super selective plus</i>	Liquid selective herbicide
Fertiliser: Liquid fertiliser containing iron	<i>Mascot liquid iron</i>	Encourages turf to 'green-Up'
A worm suppressant and fungicide	Ringer	Anti-feeding/repellent action causing casting worms to avoid feeding in treated areas.

Peat Use

The West Ham Park Nursery produces over 200,000 bedding plants a year for use in the City of London open spaces. Although peat was used as a growing media for a number of years, staff at the Nursery trialled a number of reduced peat and peat free mixes over recent years, and have for the last 4 years provided all bedding plants in a peat free mix.

Procurement

Wherever possible, our aim is that all materials and consumables purchased for use in the City Gardens are as environmentally friendly as possible, by ensuring that:

- All shrubs and trees are sourced from UK nurseries;
- Benches are provided by a company using timber products from a sustainable source;
- All publications produced and used in the City Gardens are printed double sided and on recycled paper;
- Equipment made from recycled, sustainable or ethically traded material is purchased where practical;
- Tools and equipment are only replaced when they meet the end of their useful life.

5.3 Green Waste Management and Recycling

The City Gardens Section has been investigating the most efficient way (both in terms of cost and environmental footprint) of introducing recycling into the City Gardens, churchyards and Open Spaces in the Square Mile, in partnership with the City's Environmental Services department. The main difficulty has been lack of space combined with transportation and separation of the green waste, household recycling and general waste.

Following close working with the Environmental Services' contractor, green waste is now taken to Nine Elms. Here it is processed at a modern 'energy-from-waste'

facility, rather than going direct to landfill. The facility – operated by Cory Environmental subsidiary, Riverside Resource Recovery Limited in Belvedere - has an average annual capacity of 585,000. The plant is one of the most efficient facilities in Europe - and generates a net of about 66MW of electricity, feeding into the National Grid with enough electricity to serve around 100,000 homes.

New bins have recently been placed in 2 trial areas (Finsbury Circus and Bunhill Fields) that are busy with lunchtime users, hoping to encourage people to consider the environment when disposing of their waste. We already carry out recycling of household waste at various gardeners’ depots across the City - a wheelie bin of 240 litres is collected from the main depot every week, which makes 12,400 litres of recycled waste per year and our office waste (paper, card, toner cartridges, plastics, etc.) has been recycled for many years.

Any plant pots received from West Ham Park Nursery are returned there, where they are stored prior to being returned to the manufacturer for recycling.

5.4 Water Management

Monitoring Use

As part of a City wide drive to reduce water usage, all water meters across the City Gardens are read on a monthly basis in order to maintain accurate records of consumption and highlight any potential leaks.

Mulching

All shrub beds and hedge base areas in the City’s Open Spaces are mulched on an annual basis to help retain moisture in the soil, improve the soil structure and enrich the nutrient content of the soil.

Housekeeping: Reducing Water Use

All staff are aware of the importance of reducing water consumption and are regularly reminded of the need to turn off taps properly, report leaks as soon as possible, carry out watering in the early morning or late evening to reduce evaporation, and to avoid general wastage. Drip line irrigation systems are fitted to all new gardens and refurbished gardens in the City. As the pipe is in direct contact with the soil it is a very effective and efficient way of watering plant. Sub-terranean irrigation is being trialled at a number of sites across the City, e.g. at Grants Key lawn which is a south facing garden that is next to the River Thames, resulting in high amounts of evaporation. Newly planted trees also have automatic irrigation installed when they are planted.

5.5 Energy Management

Monitoring Use

Meter readings for all electricity and gas used in the City Gardens are recorded monthly to form annual and seasonal records of usage and to assist us in meeting the Department wide aim of reducing consumption by 5%, prior to a future change to a green energy supplier.

Housekeeping: Reducing Energy Use

All staff are aware of the importance of reducing energy consumption and are regularly reminded of the need to ensure that lights, photocopiers and electrical machinery used in the City Gardens and offices are turned off when not in use and at the end of each working day. Where possible, all lights within the City Gardens will be changed for low energy units based on light or movement sensors during the life of this Plan.

5.6 Nature Conservation

This is covered in Objective 6.

Objective 6: Open Spaces that Address Conservation and Heritage

The City Corporation's commitment to open space management dates back to the 1870s when it campaigned to retain public open spaces and common land that were being threatened by the expansion of London and house-building.

Two Acts of Parliament were passed in the 1870s that granted the City Corporation the right to acquire and protect land within 25 miles of the City for the recreation and enjoyment of the public. This far-sighted policy was the inspiration behind the later Green Belt movement, designed to protect the countryside around British cities from urban sprawl.

Cultural History

With its roots in medieval times, the City of London is the oldest local authority in England. Even the Parliament at Westminster is based on the City of London's Court of Common Council, which has been referred to as the 'Grandmother of Parliaments'. The Square Mile has a long and fascinating history - the City of London itself is over 800 years old and, while fulfilling its role as a modern local authority, it respects and preserves its rich historical legacy. The ancient civic offices of the Lord Mayor and Sheriffs are still an integral part of the modern City of London and traditions such as the Lord Mayors Show and the Freedom of the City bring London's history to life.

The 'Square Mile' is not just about business and finance. Within it are galleries, theatres, museums and concert halls to cater for all tastes. There is a wide range of sporting activity, a public leisure centre and the world-famous Barbican Centre.

A Brief History of the City of London's Open Spaces

The range of gardens, piazzas, disused churchyards and burial grounds that make up a large proportion of the City's open space mostly result from two significant historical events that affected the townscape and geography of the City: the Great Fire of 1666 and bomb damage caused during World War II. The devastation caused by both events created pockets of land that were not redeveloped and were retained as open spaces for the City's communities.

After the Second World War, some damaged churches were not rebuilt, they went out of ecclesiastical use and their ruins were kept and landscaped as public gardens. Christchurch Greyfriars, rebuilt by Wren after the Great Fire and the 19th century church of St. Dunstan's in the East (as shown in Figure 10 right) are two such examples.

Figure 10: St Dunstan's in the East



The Disused Burial Ground Act 1854 closed churchyards in the City for burials. Subsequently, although remaining in ecclesiastical ownership, many were landscaped and opened for public use as gardens. Postman's Park, for example, is formed from the former churchyard of St Botolph-without-Aldersgate, St. Leonards Foster Lane and Christchurch Greyfriars, and a number of gravestones can be seen on the boundaries. Bomb damage also revealed stretches of the Roman and medieval City wall and Roman fort, which have been kept and gardens created. These areas are valuable open spaces and important in demonstrating the history of the City.

Finsbury Circus is considered to be the oldest public space in London, dating from 1606. Its oval plot is complemented by the surrounding buildings. The gardens of the Inner and Middle Temples have a 19th and 20th century layout but are medieval in origin, possibly dating from the 12th century when the Knights Templar established their base there. The Barbican landscaping is a group of public, communal and domestic gardens at different levels which are an integral part of the design of the Barbican Estate. All four gardens are on the English Heritage Register of Parks and Gardens of Special Historic Interest.

Disused churchyards, including the churchyard of St Paul's Cathedral, make up approximately a third of the total open space in the City. The high number of medieval churches, numbering 110 prior to the Great Fire, and their churchyards means that these spaces form an integral part of the total open space in the City. Today churchyards are not used for burials. The Disused Burial Act 1884 enacted that there was to be no development on these lands. Many churchyards are open to the public by agreement with the church. They were kept intact for public enjoyment, even though today some of the graves and gravestones are no longer visible. Most churchyards are relatively small and provide secluded, intimate spaces. They form essential foils to the hard urban landscape.

Historic green spaces are augmented by a growing number of hard 'civic spaces'. The large day time population of the City places pressure on the limited amount of open space and the City Corporation is actively working with private landowners and developers to enhance highways and existing spaces and to create additional spaces.

6.1 Conservation of the Landscape and Built Environment

As well as being one of the most significant arts sponsors in the UK, the City of London own, preserve and protect some of the finest examples of the Square Miles architectural heritage – from the medieval Guildhall and Thames bridges, to the rare surviving Georgian town palace that is Mansion House.

The City of London Surveyor's department is responsible for the maintenance of landscape infrastructure within the City Gardens, e.g. railings, gates, walls, monuments and memorials. The City's Environmental Services Department maintains the hard landscape on the highway and in unenclosed public spaces. The City Gardens Section therefore works in conjunction with these departments to ensure that the churchyards, gardens and open spaces in the City are maintained to a high standard.

The City Gardens Manager meets with the City Surveyors department on a quarterly basis to discuss maintenance issues and prioritise items that require works and improvements. Since the grounds maintenance contract was taken back 'in-house' by the City Corporation, the focus for improvements has been within the City owned buildings and stores where gardening equipment is held and staff are housed. For example the City Gardens depot at Castle Baynard Street has been repainted, the

floor in the courtyard of the depot re-laid this has ensured that the buildings meet the necessary fire regulations etc. and are fit for purpose as a working depot.

Management Policy - Memorials

The City of London cares for several war memorials situated within the local authority boundary, these are:

- Guildhall War Memorials which include the Boer War Memorial and the First and Second War Memorial
- London Troops - Royal Exchange, Bank
- Royal Fusiliers - Holborn
- Smithfield War Memorial, Smithfield Market
- Submariners - Victoria Embankment

In some cases the cleaning and maintenance of memorials may be undertaken by the church or other local organisations rather than the City of London.

The overarching plan for 'City' owned monuments and memorials is to conserve them through a prioritised phased programme of repair, followed up by appropriate planned maintenance and conservation work. The approach to conservation being one of minimum intervention avoiding major changes to the inherited appearance of the memorials while giving careful consideration to structural stability, general maintenance and cleaning.

Management Policy – Paths, Walls, Railings and Gates

Within historic sites the management policy is to conserve the walls, railings and gates through sensitive repair and appropriate works. The design of open spaces and the materials used to pave streets and other surfaces are of prime importance generally and especially in locations such as conservation areas. It is important to maintain and, where appropriate, upgrade the City's open areas and streets to a high standard as these spaces contribute significantly to the area's attractiveness as a place in which to live and work. The City of London will continue to undertake street enhancement works through specifically targeted programmes, or in association with general street maintenance duties and traffic management schemes.

The 'Delivering Sustainable Streets' programme plays a key role in fulfilling the City of London's commitment to creating an attractive and sustainable public realm. This programme is managed and measured according to Area Based Strategies which ensures the needs of an area are identified and City objectives embedded in the proposals. The Strategy is then put through public consultation and approved by Members to become the baseline document for enhancement works in the area.

An area based approach provides the necessary scale to deliver thematic priorities expressed in the City of London's policies. These include promoting the Cultural City with public art installations; play features to provide amenities for children; infrastructure improvements to reduce flood risk such as sustainable urban drainage and rainwater harvesting; and promoting biodiversity with more planting, trees and habitats. These themes are established in the Strategy and delivered via individual projects. Currently, there are 7 approved Area Based Strategies including those for the Barbican area, Cheapside, the Eastern City Cluster and the Riverside Walk and several more area strategies in the pipeline including those for Bank, Aldgate and Liverpool Street.

Management Policy - Buildings

Where buildings are present within open spaces the policy is to ensure that they are appropriate to the historic character of the site, that they are fit for purpose and are actively used for maintaining the site or for enhancing public use and enjoyment of the site.

5.2 Biodiversity and Nature Conservation

In the City, open spaces, churchyards and gardens provide a haven for birds, butterflies and other wildlife. Improving biodiversity in urban environments such as the City of London is not about focusing on rare and endangered species; it is about ensuring that the natural world which supports us remains healthy. Biodiversity is a term used to describe the numbers of plant, insect and animal habitats in a given location.

The original City of London Biodiversity Action Plan (BAP) was launched in 2003 and has now been updated for 2010-2015. The BAP is divided into three Habitat Action Plans (HAP). They look at the different types of habitat that exist in the City and the opportunities that these hold for wildlife and are detailed below.

Urban Green spaces, Churchyards and Cemeteries HAP

Urban green spaces, churchyards and cemeteries have similar opportunities for wildlife in the City; therefore they have been put together as one HAP. The City Corporation aims to protect and enhance urban green spaces, churchyards and cemeteries in the Square Mile. The City of London Biodiversity Partnership is working to increase the value of these spaces by improving them as homes for wildlife and by promoting good land management. The BAP aims to increase knowledge of the City's biodiversity through improved wildlife monitoring and to promote the public's understanding, awareness and enjoyment of biodiversity in City Garden.

The City of London Open Space Strategy was produced in 2008 to guide future management plans for all sites within the City. It concluded that the City should prioritise the provision of green publicly accessible Open Space and protect and promote the provision of green private open space where practicable.

In terms of biodiversity, the priority is to enhance the value of existing City managed sites that are designated as Sites of Importance for Nature Conservation, these were designated using the criteria and procedures set out in the Mayor of London's Biodiversity Strategy. They are listed as below;

Site of Metropolitan Importance for Nature Conservation (SMINC)

- River Thames and its tidal tributaries

Site of Borough Importance for Nature Conservation (SBINC)

- Temple Gardens (Grade II)
- The Barbican and St Alphage's Gardens (Grade II)
- Bunhill Fields Burial Ground (Grade II) - this site is outside of the City's boundary, but is owned by the City and managed by the City Gardens Section and therefore appears on this list.

Site of Local Importance for Nature Conservation (SLINC)

- Pepys Garden, Seething lane and St Olave's churchyard

- St Paul's Cathedral Garden
- Cleary Garden
- St Botolph without Bishopsgate churchyard
- Aldermanbury Gardens
- Roman Wall Noble Street
- Finsbury Circus

This will be achieved by increasing the number of bird and bat boxes and appropriate wildlife feeders in these gardens, increasing the amount of native and wildlife-enhancing planting and habitats such as natural water features, continuing good maintenance practice to avoid disturbing wildlife at key times of the year and constructing log piles for Stag Beetles and other insects. Not restricted to SLINC areas named above, these good practice measures (additional bird and bat boxes, water features for bathing birds, bird feeding stations and even small apiaries where feasible) will be implemented at other City Open Space sites. Biodiversity actions have also been added to the performance and development reviews of the City Gardens ground staff, e.g. monitoring wildlife, responsibility of maintaining bird feeders and boxes. It is also important to enhance and create linkages i.e. 'green corridors', between Open Spaces in the City and neighbouring boroughs. These linkages facilitate the movement of plants and animals, allowing them to migrate as the climate changes.

Around 28% of existing open space is private or has restricted use and individual residents and businesses can make a big contribution to enhancing the biodiversity value of the City by improving the way they manage their gardens and roof spaces.

Built Structures HAP

The highly built environment of the City can and does provide opportunities for biodiversity. Over the past few years we have seen Peregrine Falcons choose City roof tops as their nesting home, while balconies and green roofs provide havens for insects, birds and butterflies.

The City of London Built Structures Habitat Action Plan aims to enhance biodiversity in the Square Mile by promoting the opportunities for living roofs and walls in new and existing developments and buildings. The plan seeks that ensure that biodiversity considerations are designed into new buildings, such as the inclusion of bird and bat roosting boxes and living roofs. Important City sites for our flagship species need to be identified, protected and where possible increased.

Tidal Thames HAP

The City of London Biodiversity Action Plan identifies the stretch of the Thames that runs through the City as being important to biodiversity and strives to protect and enhance the wildlife habitats, species diversity and local distinctiveness of the Tidal Thames. The River Thames is now cleaner and sustains a greater diversity of wildlife than it has for 200 years, supporting 119 different species of fish.

The Thames Estuary has been identified as the largest green corridor in London and is protected by Legal status. Green corridors are essential in linking open spaces throughout London to ensure free movement of species leading to increased biodiversity. Throughout the City as a whole there is a lack of green corridors, meaning that it is difficult for wildlife to migrate from the Thames Northward through the City. Improvements in green roofs and the encouragement of greening the City on any scale from gardens to window boxes will help to improve links between the pockets of green space within City.

The City of London Tidal Thames HAP aims to ensure that strategic plans and initiatives recognise the biodiversity importance of the River Thames, whilst promoting public awareness and appreciation of it. It also strives to protect and enhance the wildlife habitats, species diversity and local distinctiveness of the Tidal Thames.

Flagship Species

The 2003 BAP identified House Sparrows, Peregrine Falcons and Black Redstarts as local indicators of biodiversity. Their numbers have been monitored to provide an indication of how successful the action plan has been. For the 2010 – 2015 City Biodiversity Action Plan we have added Bats and Stag Beetles to our Flagship species list to allow us to build up a broader picture of wildlife in the City and to educate people about these important species and their place in the City environment.

Management Policy - Trees

The City considers that trees, planting and the design of open spaces are of particular importance to the visual quality, amenity and wildlife of such a densely developed area as the City. Over one thousand trees can be seen in the City streets and gardens and they range across approximately 140 different species. Climate change means that species should be planted which can cope with predicted higher temperatures and provide shade.

Wherever possible the City favours the use of species of plants and trees, native or otherwise, which help to sustain wildlife. All trees support insect life which provides food for birds and some species of bat. Native tree species are of most value as they will have evolved together with animals which depend on them, but some non-native species are also successful in attracting insects. For birds, trees provide places to nest and staging posts for migrant species.

The City will continue to encourage, the planting of trees and gardens where appropriate and will seek to protect all trees including those on private land where they contribute to the townscape. Where the removal of a tree is unavoidable, it should be replaced. The City of London is also concerned that development proposals do not jeopardise the form, health or survival of trees that have a townscape and natural value. In order to safeguard the trees within the City, the City of London has made a number of Tree Preservation Orders.

The consent of the City's Planning Department is required before works can be undertaken on these trees and such works are strictly controlled. Trees without Tree Preservation Orders (TPO) located within conservation areas are also subject to additional controls. These require that six weeks' notice is given, of any intention to carry out works to such trees. Exemptions apply to the above requirements and include provisions to deal with trees which are dead, dying or dangerous.

These works are over and above the annual tree maintenance programme which concentrates on health and safety issues. Further tree works over the rest of the site will be undertaken on a rolling basis. These works will help ensure the canopy and overall look of the site is maintained.

A City of London Tree Strategy has been prepared by the Planning Department. It sets out the City's strategy for the protection, maintenance and increase in privately owned trees and City owned and managed trees within the City of London.

It is intended that Part 1 of the Tree Strategy will be adopted as a Supplementary Planning Document (SPD) as part of the Local Development Framework (LDF). The document is currently going through formal consultation and is expected to be adopted for 2012.

It has been found that there are only 300 trees classified as mature in the City, these will be monitored annually to check their health. All other trees will be surveyed on a rolling basis every 5 years. Currently 24 trees have TPO's in the Square Mile. It has been recommended that a further 41 become protected. The City Gardens department is currently discussing these recommendations with the City's Planning Department. Once the details have been finalised and the City will submit the new TPO for these trees to Central Government.

To enable detailed information about each tree to be stored electronically and linked to a GIS based map and image library, the *Arbortrak* tree management software is used.

Management Policy - Lawns

The lawns throughout the City Gardens are continuously maintained due to the high amount of usage they endure from visitors. During the summer months the benches and lawns in Finsbury Circus are awash with people (see Figure 11). Over 2 million people visited Finsbury Circus in 2008. Regular mowing and watering ensures that the lawn areas survive these high usage times.

In areas where it is appropriate, grass is left with longer swards or lawn areas are planted with wild flower mixes to encourage birds and insects in to the gardens. Two such examples of where this has been very successful are Noble Street Garden and Fann Street Wildlife Garden in the Barbican Estate.



Figure 11: Finsbury Circus during a busy summer lunchtime in 2008

Management Policy - Shrubberies

The City Gardens Section has inherited a large number of mature shrubs, which is fortunate as they provide nesting areas for birds and other wildlife. Whilst we recognise the need to maintain this quantity of shrubbery to ensure that bird populations continue to live in the City, we must ensure that dead and dying shrubs are renewed and replaced. In newly designed gardens we must also ensure that we include a percentage of larger mature shrubs (around 30%), with a mixture of native and berry bearing species to increase the area of the City that can be inhabited by birds and other small wildlife.

Minimising Our Impact

The timing and methods of maintenance operations across the City are planned to minimise any impact on wildlife habitats. For example, unless in an emergency, tree work is not carried out in the nesting season and where possible, deadwood/cavities in trees are retained to provide habitats for hole-nesting birds, bats and insects.

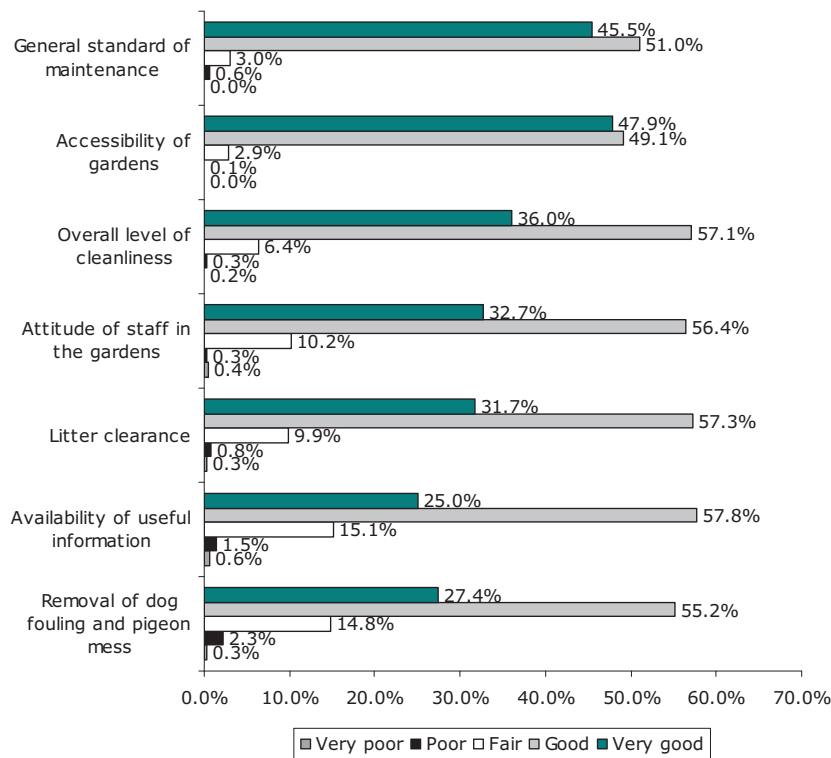
Objective 7: A City Where Community Involvement is Encouraged

7.1 Understanding the Current Use of the City Gardens

In setting priorities for the management of the City Gardens, it is essential that we have a good understanding about how and why the open spaces are currently used. Understanding user requirements allows us to prioritise improvement works based on visitor perception. The commissioning of a detailed visitor survey in 2009 provided key data, which is summarised below:

- 86.1% of respondents use open spaces in the City. Half of the respondents (49.6%) use or walk through the City Gardens at least once a week.
- Finsbury Circus (45.8%) and St. Paul's Churchyard (42.7%) are the two open spaces most likely to be used by visitors. Finsbury Circus however (26.1%) is more likely to be the one main open space visited than all other parks, gardens or churchyards. The location of Finsbury Circus provides an ideal opportunity for workers to take a break from the office, whilst St. Paul's Churchyard, with its proximity to the Millennium Bridge, is a natural draw for visitors.
- **General standard of maintenance:** 99.5% of respondents rated the standard of maintenance in the City's Open Spaces as fair, good or very good. This has increased since 2004 when the score was 89%

Figure 12: Ratings provided for level of satisfaction with open spaces



Sample bases = all respondents who could provide a rating, sample base sizes range from 709 to 906, single response for each area of satisfaction. Ratings are provided on a scale of 1-5, where 1 = very poor and 5 = very good.

- Only 3% of all people surveyed were interested in volunteering in the City Gardens. Of the 30 who were interested there was no consensus over preferred time. Only 7% of respondents wanted to receive the City Gardens bi-monthly newsletter 'What's New'. Volunteering and community work has so far been carried out with groups and organisations that have shown a specific interest in being involved with the City Gardens, e.g. The Scouts, local schools and City businesses. The low response to this question supports this targeted strategy as it suggests that open volunteering (such as with 'friends' groups) would not be well attended.

Continuing on from this survey, further user information and satisfaction ratings will continue to be monitored through:

- Visitor satisfaction surveys on a regular basis (every 1-4 years);
- Comment cards (made available through leaflet dispensers; and returnable through deposit boxes on-site or freepost);
- Feedback through customer care emails / post / calls (clear advertisement of contact details to be provided on all publications and notice boards);
- Feedback through a year round online survey.

7.2 Audience Development Priorities

We aim to develop the audiences for the City Gardens by increasing active involvement and enriching enjoyment of the sites through further developing involvement of existing user-groups, volunteering opportunities and enhancing the access and interpretation aspects.

The City Garden's already work with a range of City partners, such as the City of London Festival and Barbican Children's Library, to increase the number of events, activities and opportunities available for involvement in the City Gardens. A schedule of events is created for the City Gardens to increase visitor numbers and the enjoyment of these spaces. Greater partnership working is being developed to better publicise and promote the City Gardens and the events that take place to increase a greater usage of the City Gardens Spaces.

7.3 Community involvement

Community involvement is an essential part of any open space; it allows the community to take ownership and have pride in their local area particularly where they can have a say in the development and maintenance of a green space. It also benefits the site when the community are able to assist in projects and support various activities through helping with promotion or taking ownership to run them through volunteering, such as the Big Read at Bunhill Fields each year.

The role of volunteers in the management and development of open spaces is invaluable in terms of the benefits gained by the individual including health, social and experience, and to the City Gardens in terms of better community relationships, community ownership and better used spaces. The City Gardens Team support the work of volunteers across the City and are part of a volunteer improvement group which looks at improving volunteer opportunities and experiences across the Open Spaces department. Such ideas as investing in volunteers through ensuring they receive appropriate training and support in relation to their volunteer duties and work is key and would include sharing practical knowledge and experience from within the

City Gardens Team to volunteers through in house training and hands on demonstrations.

The City Gardens has a number of groups that have a vested interest in the Green spaces around the City:

- Barbican Wildlife Group
- Barbican Horticultural Society
- Golden Lane Gardeners Group
- Friends of Fortune Street Park Group
- Blake Society
- Local Residents
- City Businesses
- Lord Mayor Scout Group
- Barbican Children's Library
- City of London School for Girls
- Sir John Cass Primary School
- Prior Weston Primary School and Children's Centre
- Lyceum School
- St. Paul's Cathedral Choir School
- EC1 Play Scheme

These groups are very supportive of activities, events, and projects within the City Gardens and will involve themselves whenever possible.

Resident Helping Hands

The Barbican Estate's garden on the corner of Fann Street is the largest wildlife garden in the City. A dedicated team of volunteer residents (the Barbican Wildlife Group) have weekly work sessions on Wednesday mornings at the garden. The group was set up in August 2004 to work with the Barbican Estate Office and the City Gardens team to improve the diversity of wildlife in the Estate as a whole, with a focus on the Wildlife Garden. The group works closely with the City Gardens team and a variety of agreed tasks are carried out depending on the season and needs of the site.

In the two years, from January 2010 to end of December 2011, the volunteers contributed well over 1000 hours in the garden. The two hedges, the central wildflower meadow, the nursery bed, and the path around the garden require regular maintenance which the group undertake. In addition, new projects, chosen to increase the biodiversity of the garden, include the creation of a wildlife friendly cottage garden, the garden's first pond and most recently the planting out in the original Fann Street hedge of well over 100 small native shrubs, a donation from the Woodland Trust with the help of local school children. Bird feeders have been maintained in the garden since the working mornings begun.

In the summers of 2009, 2010 and 2011 the garden was opened to non-Barbican residents as part of the Open Garden Squares Weekend organised by the London Parks & Gardens Trust and have raised funds to provide new plants for the garden.

Residents have also taken on maintenance and wildlife planting in Bernard Morgan House a garden managed specifically for Black Redstarts, as well as carrying out insect surveys on a monthly basis here and in Fann Street Wildlife Garden.

Volunteers Investing in Their Community

Thanks to recent changes in the way that the City's gardens are maintained, it is now possible to take on a more co-ordinated approach to volunteering in the City. All hours spent by volunteers in the City gardens are recorded and we are delighted to

report that we saw an increase of over 75% in the number of hours spent by volunteers in the City during 2008/09 totalling almost 1500 hours.

To ensure that this increase in volunteer participation continues, projects incorporating volunteers have already begun for 2011/2012. Last spring over 25 officers from the Forensics team of the City of London Police spent a day at Bunhill Fields planting shrubs, cleaning and staining benches and assisted in the cleaning of our depot as part of our improvements to the site outlined in our Management Plan.

Inspiring Young Minds

Of our 9,000 residents, less than 10% are aged 19 or under (Census data, 2001), this still equates to around 900 little hands that we can inspire through projects in the City Gardens. We continually carry out activities with local schools and groups to educate them about the range of flora and fauna that can be found in the City.

In the past the scouts have visited the City Gardens on several occasions, to plant winter bulbs, earn their conservation badges, clean up the Thames foreshore with Thames 21, assist with planting summer bedding and count birds as part of „Make Nature Count week“.

The City Gardens Team work closely with schools within and on the boundary of the Square Mile, this has included, running an Insect hotel painting and drawing competition, sponsored by the Worshipful Company of Gardeners and involving local schools, Planting tree whips at Fann street as part of the Queens Jubilee Tree planting project by the woodland Trust involving the Lyceum, creating a wildlife area at Bunhill Fields with school children and planting up Festival Gardens as part of the St Paul's Coach park project with local school children.

In addition to our higher profile events, the City Gardens team run a number of everyday activities designed to promote gardening and the City's open spaces. These include hands-on demonstrations and talks on balcony gardening and sustainability given to local residents and hosted at various sheltered accommodation sites, as well as guided walks for all user groups such as those given for the benefit of U3A (the University of the Third Age).

The City Guides carry out guided walks around Bunhill Fields (on Wednesday lunchtimes) and throughout the City Gardens (on Saturdays and Sundays) during the summer months. The qualified City of London Guides are trained in horticulture and the history of the gardens. This service is a result of a close working relationship between the City Gardens Section and the City's Guides, and of the jointly-run horticultural education programme that is now in its fifth year.

Various ideas for future events are always welcomed and where possible and appropriate, instigated.

Encouraging Further Opportunities

The City Gardens Team are often approached regarding the possibility of further opportunities for community involvement, including Scout and Cub group activities and gardening clubs. We view these as an opportunity to encourage the community to become more involved with the City's Open Spaces and will offer assistance wherever possible and appropriate to encourage groups to make use of them.

The City Gardens Team also encourages corporate volunteering and involvement in the City Gardens to promote greater relationships and links with the business

community. Other groups, such as the Orange Rock Corps, offer volunteers to help carry out larger improvement or management Tasks in the City Gardens. People volunteer with this group to earn tickets to music concerts and have in the past helping paint the fences at Bunhill Fields.

Objective 8: Well Marketed and Promoted City Open Spaces

8.1 Information and Interpretation

We recognise the importance of promoting the City and the Open Spaces within it locally, regionally and nationally in order to encourage visitors, share best practice and raise our overall profile.

Marketing



Website

All marketing and promotional information about the City Gardens is placed on our web page www.cityoflondon.gov.uk/citygardens, which is regularly updated. Information on Bunhill Fields is also included on a number of other web pages including the BBC, London Garden Trust and Your London sites.



Visitor Website

The City has also developed a website especially for visitors to the City, which individually lists all publically accessible gardens that are maintained by the City of London and provides a brief introduction to their history and details any notable planting found within them. <http://www.visitthecity.co.uk/index.php/attractions/category/4/>. This site is soon to be updated and incorporated in to the City of London's revamped public facing website.



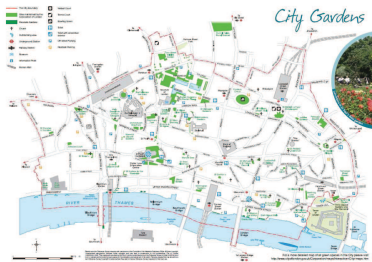
'What's New'

A newsletter is produced every two month. It provides information on current events and work programmes, future projects, staff and information on how visitors can be more involved with the City Gardens. The newsletter is available from the City Gardens office, but is also displayed on the notice boards and posted on our web site.



Open Spaces Leaflets

A suite of free leaflets providing information about the City Gardens, the range of facilities provided, our history, walks, and how visitors can help us manage the gardens, is available for visitors. They can be obtained from the City Information centre by St Paul's Cathedral, local libraries and community centres, and for downloading via our web site.



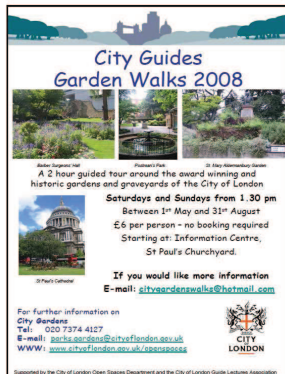
Map

As part of the City Gardens leaflet, a map of the City was produced detailing the location of all facilities and local transport routes. In 2008, the map was reproduced on the main entrance signs to a number of gardens and open spaces, and can also be downloaded from our web site.



Annual Report

Each May, the Open Spaces Department produces an Annual Report setting out what the department has achieved over the past year, reports from the individual Superintendents regarding the sites they manage, and a breakdown of expenditure for each site. This is distributed to all staff and local organisations, and is available to visitors on request.



Events / Activities

Throughout the year there are various events and activities and these are advertised within the City Gardens, on the website and elsewhere. Events include the annual 'Reading Challenge' in the summer, guided walks throughout the summer provided by the City Guides, Green Garden Lunchtimes a week of lunchtime workshops during the summer, as well as native bulb planting and other wildlife activities throughout the year.

The City Gardens team are always on the look-out for new and innovative events and activities to hold.



Entrance Signs and Noticeboards:

In larger gardens and Open Spaces welcome signs are situated. Noticeboards are also present in a number of gardens, providing information such as the 'What's New' newsletter, information on where to pick up the free City Gardens leaflet and map, the entertainment programme, advertising of events that are happening elsewhere in the City of London, and contact details for people to acquire further information.



Well Informed and Easily Identifiable Staff

All City Gardens staff are provided with green uniforms that identify them as City of London staff. In addition, all staff are trained in customer care, are familiar with this Plan, and are able to relay a range of facts about the history and management of the gardens to members of the public.

8.2 National Awards

To promote the City Gardens on a national scale, allow comparison with others and celebrate the high standards achieved, we recognise the value of entering national awards. Following success at London in Bloom in 2009 the City was entered into the Britain in Bloom 2010 Awards, at which the City received:

- A Gold award and Category Winner in the Town category of Britain in Bloom
- A Discretionary Award for Sustainable Landscaping

Awards received in 2011

London in Bloom 2011 Awards

- City of London was awarded a Gold Award in the Borough Category
- City of London was awarded 1st Place for the London in Bloom Floral Display Award
- Small Park of The Year Award:
 - West Smithfield Garden received Gold and was the overall category winner.
 - Cleary Gardens received Silver Gilt,
 - St. Dunstan's in the East received Silver Gilt,
 - Tower Hill Gardens received Silver Gilt,
- Cemetery up to 5 acres: Bunhill Fields received Gold and was the overall category winner.
- Pub and Restaurant of the Year Award: 2nd Place for St. Brides Tavern
- Business Premises of the Year Award: 3rd Place for Inner Temple

Green Flag

The City was successful in retaining a Green Flag Award for Bunhill Fields in 2011 in addition to receiving a Green Heritage Award for the same site.

Other Awards

The City Gardens gardeners were successful in being awarded the 'Luder Cup' in the 'Flowers in the City' Summer Campaign 2011" an award given by the Worshipful Company of Gardeners for Newgate Street Islands Bed. This built on the successful achievement of winning a 'Luder Cup' in 2010 for Festival Gardens.

In addition the City Gardens Team was awarded a 'Green Apple' award in 2010 for the success of the 'Beyond the Hive' Insect hotel design competition.

8.3 Resources

Press Releases

All promotional material produced by the City Gardens office is sent immediately to the City's Public Relations team, to enable them to consider whether any items should be converted into press releases.

Mailing list

To enable information to be sent out quickly and efficiently to local schools, clubs and organisations with an interest in the site, as well as all residents within a one mile radius, a mailing list is maintained at the City Garden office. Information is generally sent out electronically as this is more sustainable and hard copies are sent out where they have been specifically requested or are not suitable to be sent electronically.

Filming

In common with all City open spaces, we welcome the use of the City's Gardens, churchyards and Open Spaces for filming through our established agreement and charging policy, provided it does not compromise the ability of other visitors to enjoy the site.

Part 2:

Objectives for the Future

Part 2: Objectives for the Future

As demonstrated in Part 1 of the management plan, the City of London contains a huge diversity of spaces, each with its own unique character and set of uses. However, for the purposes of management, these can be grouped into 4 broad groups that have common features:

- A) Churchyards - active
- B) Churchyards - disused
- C) Gardens
- D) Highway Planting
- E) Areas maintained on behalf of others

(For full list of sites see **Appendix 1**)

Set out below is a short description of each category including any relevant designations and a broad outline of common site features. Hidden within these categories are a number of sites that have a separate designation, which determines that these sites require a different style of management from the rest of their group. In the case of Sites of Importance for Nature Conservation (SINCs) for example, there is a requirement to demonstrate that specific features of the site are positively managed (to ensure that the City Gardens Section can report on Central Government's single data list 160). These sites of special designation are identified separately and each has a site specific management plan of its own in Part 3 of this plan.

Churchyards – Active (A) and Disused (B)

We maintain nearly 40 churchyards within the Square Mile. Approximately half are attached to active Churches, whilst the remainder are the remnants of old churchyards, i.e. where churches once stood but were not replaced following destruction by either the Great Fire of 1666 or the bombing of the second world war. The only indication that this latter group were once churchyards are a few memorials stood around the outer walls or railings. Even so they all provide an invaluable source space for residents, workers and wildlife.

Whilst full details of designations are listed for individual sites in the City Gardens Critical Audit and elsewhere, churchyards are usually managed and maintained on behalf of the Church under powers granted by one of the following Acts of Parliament:

- **Open Spaces Act 1906** – Section 9 grants local authorities the power to maintain any Open Space or Burial Ground at their own cost.
- **City of London (Various Powers) Act 1952** – permits the City Corporation to maintain, by Agreement, unenclosed land and some disused Burial Grounds and Churchyards.
- **The Burial Act 1855** – closed churchyards in the City. These spaces are still owned by the church but many were landscaped and opened for the public to use, e.g. Postman's Park
- **Disused Burial Grounds Act 1884**, enacted that there was to be no development on these lands.

In addition, where work carried out in the churchyard materially affects the features of the site, e.g. change in shape of pathway or removal of significant tree, A Faculty also has to be obtained. This is a process of special permission granted by the

Diocesan Advisory Committee to carry out such works. In addition, where works are likely to require excavation below 300mm, a watching brief by the Museum of London Archaeological Service (MoLAS) is also required, in case of accidental disturbance of historic features/artefacts.

The site features of both active and disused churchyards are very similar, as are the restrictions that govern the work carried out there. Although the City has acquired the freehold of a few former churchyards over the years, they tend to still be managed under powers granted by the same Acts as those listed above.

Our powers within churchyards are therefore restricted mainly to *maintaining*, rather than *improving*, and our services are for the most part restricted to basic grounds maintenance (lawn and shrub bed maintenance, seasonal bedding and cleansing functions).

Gardens (C)

These are the sites over which we have the greatest amount of day to day control. They are often the result of foresighted managers or Members that fought in the past to purchase 'scraps' of land with the aim of securing a green network of spaces for future City generations. They tend to have been acquired under City Corporation title as Public Open Space or are managed under the Open Spaces Act 1906 "*for the enjoyment of the public as open space and for no other purpose*". They are maintained in trust at the cost of the ratepayer on behalf of the public in perpetuity.

There are approximately 40 of these sites, either fully enclosed gardens (that are locked overnight) or open garden areas with free access at all times. Whilst this is an admirable goal in terms of accessibility in a 24-hour economy, this can bring with it other problems and challenges, such as anti-social behaviour. The sites have been laid out historically as formal garden areas including such features as lawns, formal trees, seasonal bedding, shrubberies, hedges and water features. All gardens sites are maintained from the public purse as part of our local authority function.

Several of the enclosed garden areas have sets of Byelaws outlining what activities are and are not allowed. Each set is very similar but it is recognised that these Byelaws – drawn up at the turn of the last century – are outdated and in need of review.

Highway planting (D)

At over 50 separate areas, this is the largest group of sites that we look after. This category includes the planters (built and free-standing), beds, piazzas, trees and corner plots that make up much of the green space under our care. The vast majority are maintained under Section 41 of the Highways Act 1980 which gives the power to maintain planted areas and street furniture on the public highway.

Because of the amount of services under the City's streets, coupled with the poor quality of the subsoil comprising mostly bomb rubble resulting from World War Two, many of the highway beds have to sit above, rather than lay within, the footway. This brings challenges of access and safety of maintenance, additional irrigation requirements due to faster drainage, and an almost 'temporary' feel to some of these areas which are often threatened through road realignment or building development. They are comprised of mainly established shrubberies, seasonal bedding or herbaceous planting, and are maintained to the same rigorous standards as the gardens and churchyards above.

Areas Maintained on Behalf of Others (E)

As well as maintaining the public open spaces within the 'Square Mile', in our role as local authority we also have the ability to maintain other City Corporation-owned land. Within the City this includes the grounds at housing estates such as the Barbican, the City Schools, Mansion House and the landscaping around Guildhall. These are not maintained out of the public purse but instead the private budget for the relevant client department. Although on private footprint, each of the sites (with the exception of school grounds) is accessible to or provides a strong visual amenity to the public.

With nearly 50 such areas, this is clearly a large proportion (numerically) of the sites that we maintain, and consequently an invaluable resource for City gardens users and wildlife. They also provide a source of income for the City Gardens section, as the cost of our services at these sites has to be reimbursed.

This category is probably the one in which we have the least freedom to influence design or development of the sites, as they are maintained as foil for the building to which they belong. However through good partnering relationships and robust service level agreements, we are able to guide clients towards the best maintenance regime for their site whilst attempting to link to appropriate City policies and strategies.

City Gardens Management Plan Objectives: 2011-2016

Objective 1	Well Managed Spaces		
Action No	Action	Links to other docs	Completion Date
OBJ 1.1	Deliver an individual annual learning and development plan for all City Gardens Staff.	OS BP	Annually updated
OBJ 1.2	Achieve SLINC status for 3 additional sites: St. Dunstan's in the East, Postman's Park and West Smithfield rotunda.	BAP-GCS 1.2	2012 / 2013
OBJ 1.3	Review applicability for an apprenticeship scheme in the City Gardens Team.	OSBP 5	2012 / 2013
OBJ 1.4	Undertake re-assessment in Investors in People.	OSBP 5	2011 / 2012
OBJ 1.5	Review City Gardens Bye Laws, subject to resource availability in City Solicitors Department.	OSS 3	2014 / 2015
OBJ 1.6	Formalise churchyard agreements with City Solicitor (subject to resource availability).	OSS 3e	2014 / 2015
OBJ 1.7	Comment on upcoming City Strategies, e.g. Core Strategy Consultation.	BAP GCS1.7	On-going
OBJ 1.8	Conduct 1,000 face to face survey of users and non-users of the City Gardens.	OSBP, OSS 10d	2014 / 2015
OBJ 1.9	Achieve 90% satisfaction levels from user survey.	KPI	On-going
OBJ 1.10	Continue to work with the Department of Planning & Transportation to ensure that we maximise opportunities for new open space through S106 funding and similar, and that those spaces are sustainable and offer full access to all.	OSS 1a	On-going
OBJ 1.11	Work with contacts in the Department of Planning & Transportation to try to secure greater public access to existing and new private gardens within the City.	OSS 1b	On-going
OBJ 1.12	Where development works are likely to impact upon an existing open space for any length of time, negotiate with developers to ensure that either temporary open space is provided, or enhancements are made to neighbouring spaces to help cope with increased visitor numbers.	OSS 2b	On-going
OBJ 1.13	Maximise opportunities to include play within appropriate gardens by delivering 3 play areas within existing sites by 2013.	OSS 5a	2013

Action No	Action	Links to other docs	Completion Date
OBJ 1.14	Utilise funding available through the Access Team to continue with programme of garden improvements aimed at making spaces DDA compliant, e.g. re-profiling of steps, defining path edges, etc.	OSS 3a	On-going
OBJ 1.15	Ensure that an Equal Opportunities audit is undertaken for City Gardens projects over £50k.	OSS 3a	On-going
OBJ 1.16	Work with police and other agencies to „design out“ potential problem areas from new spaces and to manage anti-social behaviour at existing spaces.	OSS 3b	On-going
OBJ 1.17	Work with Cross Rail, other external partners and internal partners to manage the temporary loss of Finsbury Circus Garden during the Cross Rail project, in order to secure the best possible long term outcome for the City, the garden and its users.	OSS 8a	2017
OBJ 1.18	Continue to work with partners in neighbouring local authorities to ensure improved open spaces on the City fringe	OSS 9a	On-going

Objective 2 A Welcoming City			
Action No	Action	Links to other docs	Completion Date
OBJ 2.1	Continue to produce and circulate regular newsletters to City Gardens users (6 per year)	OSS 10a	On-going
OBJ 2.2	Implement and enhance Interpretation in the City Gardens by erecting new interpretation boards/cabinets at 5 sites, ensuring site facilities are shown and updating the City Gardens map to show all gardens that are fully accessible to disabled users.	BAP GCS2.2	2014
OBJ 2.3	Keep the City of London Website up to date with all events and activities taking place in the gardens.	OSS 10a	On-going
OBJ 2.4	Add new benches to Portsoken Street Garden, Byward Street and St Magnus the Martyr as detailed in the Area Based Grants Bids that were successful in 2009.	ABG 2009	2011-2013

Objective 3 Healthy, safe and secure environment			
Action No	Action	Links to other docs	Completion Date
OBJ 3.1	Continue good health and safety practice across the City Gardens Team by reviewing progress against health and safety plan at interim Performance Development Framework Reviews.	HSAR 2009	On-going
OBJ 3.2	Review progress being made against the 12 Open Spaces Department health and safety indicators through completing the annual audit review and receiving validation visits.	HSAR 2009	On-going
OBJ 3.3	Update the health and safety plan based on the annual audit and discussions with the senior management team regarding progress and priorities.	HSAR 2009	On-going
OBJ 3.4	Introduction of divisional health and safety forum.	HSAR 2009	On-going
OBJ 3.5	Integrate health and safety into currently meetings and agendas.	HSAR 2009	On-going
OBJ 3.6	Roll out health and safety manual to all staff.	HSAR 2009	On-going
OBJ 3.7	Develop user friendly safe systems of work to communicate risk management procedures to all staff.	HSAR 2009	On-going

Objective 4 Well Maintained and Clean City Open Spaces			
Action No	Action	Links to other docs	Completion Date
OBJ 4.1	Review existing purchasing practices with an aim to reducing waste through packaging.	OSBP 1	On-going
OBJ 4.2	Undertake trials to identify best method of recycling non-organic waste collected on site. Continue to improve and evolve the way we recycle our non-organic waste.	OSBP 3	2011 / 2012 Annually
OBJ 4.3	Add all machinery and plant equipment owned by the section on to the TRANSFORM information system.	HSAR 2009	On-going
OBJ 4.4	Continue with a yearly review of all mature trees, together with an annual review of a ¼ of all other trees resulting in a complete inspection for all trees every 4 years.	Tree Strategy	Annual

Action No	Action	Links to other docs	Completion Date
OBJ 4.5	Develop the agreed service level commitment to the City Gardens Section by city surveyors Department to pick up Gaps in service where viable.	HSAR 2009	2011 / 2012
OBJ 4.6	Continue with entry in to London in Bloom and achieve min Silver Gilt Standard.	OSBP 1 & 4	Annual
OBJ 4.7	Continue with entry in to London Garden Society competition.	OSBP 4	Annual
OBJ 4.8	Work toward the programme of improvements recommended in the City Gardens Critical Audit, as funding becomes available.	OSS 1c	On-going
OBJ 4.9	Where new spaces are created in partnership with Planning and others, continue to secure funding in order to offset future maintenance implication, thereby ensuring the sustainability of these projects.	OSS 3d	On-going

Objective 5 Sustainable City Gardens			
Action No	Action	Links to other docs	Completion Date
OBJ 5.1	Take part in the annual Sustainability Audit, and implement any associated actions.	OSBP 3	On-going
OBJ 5.2	Achieve Key Performance Indicator targets to reduce energy and water consumption.	OSBP 3	2011/On-going
OBJ 5.3	Change all existing light bulbs/strips in City Gardens for low energy units.	OSBP 3	2012 / 2013
OBJ 5.4	Investigate use of electrical vehicles in the City Gardens fleet.	OSBP 3	2011 / 2012
OBJ 5.5	Continually review cleaning materials used in the City Gardens to enable them to be replaced with more sustainable options where possible.	OSBP 3	On-going
OBJ 5.6	Research administering of chemicals by droplet applicator.	OSBP 1 & 3	2011 / 2012
OBJ 5.7	Annual mulch a third of the City Gardens flower beds in the autumn/winter.	OSBP 3	Annual
OBJ 5.8	Through closer working with Planning & Transportation, ensure that new spaces delivered through S106 contain a balanced proportion of green space and trees to balance the hard landscaping.	OSS 5a	On-going
OBJ 5.9	Ensure that a Sustainability audit is undertaken for all new City Gardens projects.	OSS 6a	On-going

Objective 6 Open Spaces that Address Conservation and Heritage			
Action No	Action	Links to other docs	Completion Date
OBJ 6.1	Maintain bird, bat and insect boxes already installed in City Gardens by carrying out annual inspections; replacing when necessary.	OSS 5b	Annual
OBJ 6.2	Identify mature trees in the City that require Tree Preservation Orders (TPO) with the City Planning Department, and pursue awarding protection.	Tree Strategy	2011 / 2012
OBJ 6.3	Submit all TPO requests to Central Government in conjunction with City Planning Department.	Tree Strategy	2012
OBJ 6.4	Develop a Tree Strategy for the City, and adopt its policies for the protection and enhancement of the City's 'Treescape'.	Tree Strategy	2011 - Completed
OBJ 6.5	Implement actions from the Tree Strategy into the City Gardens forward plan, management works and practices.	BAP GCS2.4	2011-2016
OBJ 6.6	Complete individual Conservation Management Plans for all City Sites of Importance for Nature Conservation (SINC's) (4 by 2011, 8 by 2012, 9 by 2013 and 10 by 2014).	BAP GCS 1.2	2014
OBJ 6.7	Produce best practice guidance notes for the management of lakes and ponds within the Square Mile.	BAP GCS 1.4	2012 / 2013
OBJ 6.8	Investigate the potential for wildlife ponds in the City using the opportunity maps produced by Greenspace Information for Greater London (GiGL).	BAP GCS 1.8	2012 / 2013
OBJ 6.9	Audit and monitor biodiversity: achieve 10% increase per annum on number of records submitted to GiGL for recording.	BAP GCS 1.5	Annual
OBJ 6.10	Produce a „Biodiversity Map“ of all green spaces within the City and assess where there are deficient areas/corridors of green space.	BAP GCS 1.6	2012 / 2013
OBJ 6.11	Improve planting for biodiversity at St Paul's Cathedral Gardens, St Mary Aldermary, Byward street Garden, Portsoken Street and St Magnus the Martyr as detailed in the Area Base Grants proposals.	ABG	2011 - Completed

Action No	Action	Links to other docs	Completion Date
OBJ 6.12	Identify areas within City Gardens where mowing regime can be altered to allow for meadows to develop and produce a timetable for their implementation.	OSS 5b	2012 / 2013
OBJ 6.13	Ensure new and refurbished spaces incorporate planting that is of maximum benefit to wildlife, e.g. native species, shrubs that produce edible berries etc., in accordance with aspirations within the Local Area Agreement and to create essential linkages between existing spaces.	OSS 5b	On-going
OBJ 6.14	Work with City businesses and residents to encourage the planting of wildlife friendly species within private gardens.	OSS 5c	On-going

Objective 7	A City Where Community Involvement is Encouraged		
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Action No	Action	Links to other docs	Completion Date
OBJ 7.1	Annual native bulb planting with local schools and scout group in minimum of 1 City Garden per annum.	OSS 10c	Annual
OBJ 7.2	Produce an education, resource and worksheet pack for local schools to encourage visits and further use of the City Gardens adding to the portfolio of resources already available.	OSS 10c	2012 / On-going
OBJ 7.3	Involve local community and children in the implementation of new planting and other biodiversity enhancements e.g. bird boxes, log piles at St Paul's Cathedral Gardens, St Mary Aldermanbury, Byward street Garden, Portsoken Street and St Magnus the Martyr as detailed in the Area Base Grants proposals.	ABG	2011 / 2012
OBJ 7.4	Increase volunteer hours by 3% each year.	KPI	Annual
OBJ 7.5	Increase attendance at organised educational events by 10% annually.	KPI	Annual
OBJ 7.6	Carry out the RSPB Big Garden Bird watch every January with volunteers in the City Garden SLINC sites.	BAP GCS1.5	Annual
OBJ 7.7	Work with existing and new partners (such as Business in the Community) to maximise opportunities for volunteering in the City Gardens.	OSS 10c	On-going

Objective 8 Well Marketed and Promoted City Open Spaces			
Action No	Action	Links to other docs	Completion Date
OBJ 8.1	Create a City Walks Wildlife Leaflet as detailed in the Area Based Grants Bid.	BAP GCS2.3	2011 - Completed
OBJ 8.2	Update all information on the City of London Website and support the corporate migration of the public facing website.	BAP GCS2.1	2012
OBJ 8.3	Maintain and update information about City gardens and open spaces on the City of London Website regularly to ensure it is current and accurate.	BAP GCS2.1	Monthly
OBJ 8.4	Develop a range of presentations for use with local schools, community groups and interest groups to create a portfolio of resources.	OSS 10c	2012 / On-going
OBJ 8.5	Install a series of interpretative panels around SINC sites highlighting points of historical and environmental significance.	OSS 10b	2013 / 2014
OBJ 8.6	Research costs and styles of updating signage in City Gardens and seek approval and funding for its implementation.	OSS 10b	2014
OBJ 8.7	Promote City open spaces for a range of events, activities and healthy outdoor pursuits throughout the year, via newsletters, articles, and the City Gardens website.	OSS 10a	On-going
OBJ 8.8	Continue to promote the diversity and location of open spaces in the City through the on-going programme of guided walks, maps, informative signage and walks leaflets.	OSS 10b	On-going

Part 3: Site Specific Action Plans

Part 3: Site Specific Action Plans

This section contains site specific action plans for those sites which are designated as Sites of Importance for Nature Conservation (SINC's) and those sites being proposed for SINC designation. These plans contain further information regarding the unique attributes of these sites that have resulted in there designations, along with specific action plans describing ways in which these will be positively managed to improve and enhance their condition.

Here is a list of the site specific management plans for **designated** Sites of Local Importance for Nature Conservation, which is found in this section:

- A9 St Botolph Bishopsgate Churchyard
- A23 St Paul's Cathedral Garden
- B14 St Mary Aldermanbury Gardens
- C17 Cleary Garden
- C20 Finsbury Circus
- C29 The Roman Wall, Noble Street
- C42 Pepys Garden, Seething Lane and A22 St Olave's Churchyard

Here is a list of the site specific management plans for those sites being **proposed** for Sites of Local Importance for Nature Conservation designation, which are found in this section:

- B9 St Dunstan's in the East
- C34 Postman's Park
- C44 West Smithfield Rotunda

All of these site specific action plans are also available as individual PDF's.

A9: St. Botolph Bishopsgate Churchyard

Site Management Plan

Historical background

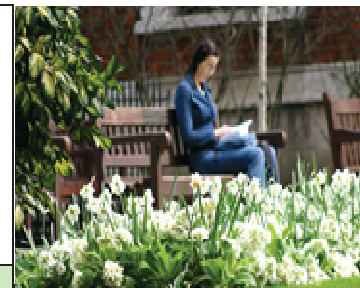
The original Norman church was replaced by a Medieval church, which was subsequently demolished in 1724. A new church was designed and built from 1725-1728 by James Gold. The church suffered little damage during World War II, the only loss being the West window. In 1760 the churchyard extended to its present size with ground donated by the Common Council. To the West of the church the Infants School has served as a hall since 1905. The figures at the front are of Coade stone which are dated back to 1821. A tomb outside the church hall reads "In the vault beneath are deposited the remains of Sir William Rawlins KNT OBT 26/3/1838 AE 85". A monument beside the main church reads "John Travers Cornwell V.C of HMS Chester the battle of Jutland June 1916 Hero of 16 years". At the Bishopsgate entrance there is a memorial slab of George Heath with engraved writing which is no longer legible.

Legislation, designations and restrictions

- Designated as a Public Open Space, under the agreement from the Open Spaces Act 1906.
- City of London Corporation are responsible for the planting and its maintenance.
- The churchyard of St. Botolph Bishopsgate is listed as Grade II by English Heritage under the Planning (Listed Buildings and Conservation Areas) Act 1990 as amended for its special architectural or historic interest. List entry number 1064751.
- The church of St. Botolph is listed as Grade II* by English Heritage (list entry number 1064747)
- Designated as a Site of Importance to Nature Conservation
SINC Code: CiL04 **SINC Grade:** Local
Reason for designation: BAP Habitat – Churchyard & Cemetery

Site Management

Opening hours	Open 7 days a week throughout the year from 8am to 7pm or dusk, whichever is the earlier.
Depot	Local depot – Finsbury Circus.
Staff	1423 gardener hours per annum



Site Features	
Size	Total Area: 1720m ² 391.37m ² Shrubs/Herbaceous material (23%) 67.23m ² Annual bedding (4%) 438.98m ² Lawn (26%)
Signage	One D1 City of London sign at the Bishopsgate entrance to the churchyard, and two D1 City of London signs; one at the Old Broad Street entrance and one next to the tennis court.
Benches	9 benches with dividers to discourage rough sleeping
Fountain & planters	One large modern concrete fountain / water feature with a tiled finish surrounded by brickwork, on the South lawn area. No planters.
Biodiversity features	There are currently two bird nesting boxes.

Ecological Importance of the Garden	
Page 249	<p>This former graveyard is today a Site of Local Importance for Nature Conservation (SLINC). It includes large areas of shrub cover for birds, mature trees, hedges and lawns. This gives a diversity of habitat within the garden. Male fern can be found growing on the tombstones, and liverworts Lunularia and Marchantia on damp stonework. There are also a number of large London Plane trees and an ornamental Cherry tree.</p> <p>Regular wildlife surveys have shown the garden to include blackbirds, blue tits, great tits, money spiders, comb footed spider, black fly, wood pigeon and springtails supported by the existing vegetation. Whilst the soft landscaping is to be improved in late 2011, the planting changes will still ensure that adequate provision is made in terms of habitat for these species, whilst also encouraging a greater diversity of wildlife.</p> <p>The garden is an important green link in the West of the City providing a mix of habitats, including nesting cover for birds. It forms a vital green space linking other nearby habitats such as All Hallows Wall, Devonshire Square and Finsbury Circus. St Botolph Bishopsgate helps provide an additional green link between these other wildlife hotspots, enabling movement of species and wildlife between a broader range of local habitats. This in turn helps ensure their survival through a variety of food sources, breeding partners and shelter.</p>

Site Action Plan

A9 – St Botolph Bishopsgate

Abbreviations: BAP Biodiversity Action Plan 2010-2015
 OSS City of London Open Space Strategy 2008
 MPO Management Plan Objective 2010-2015

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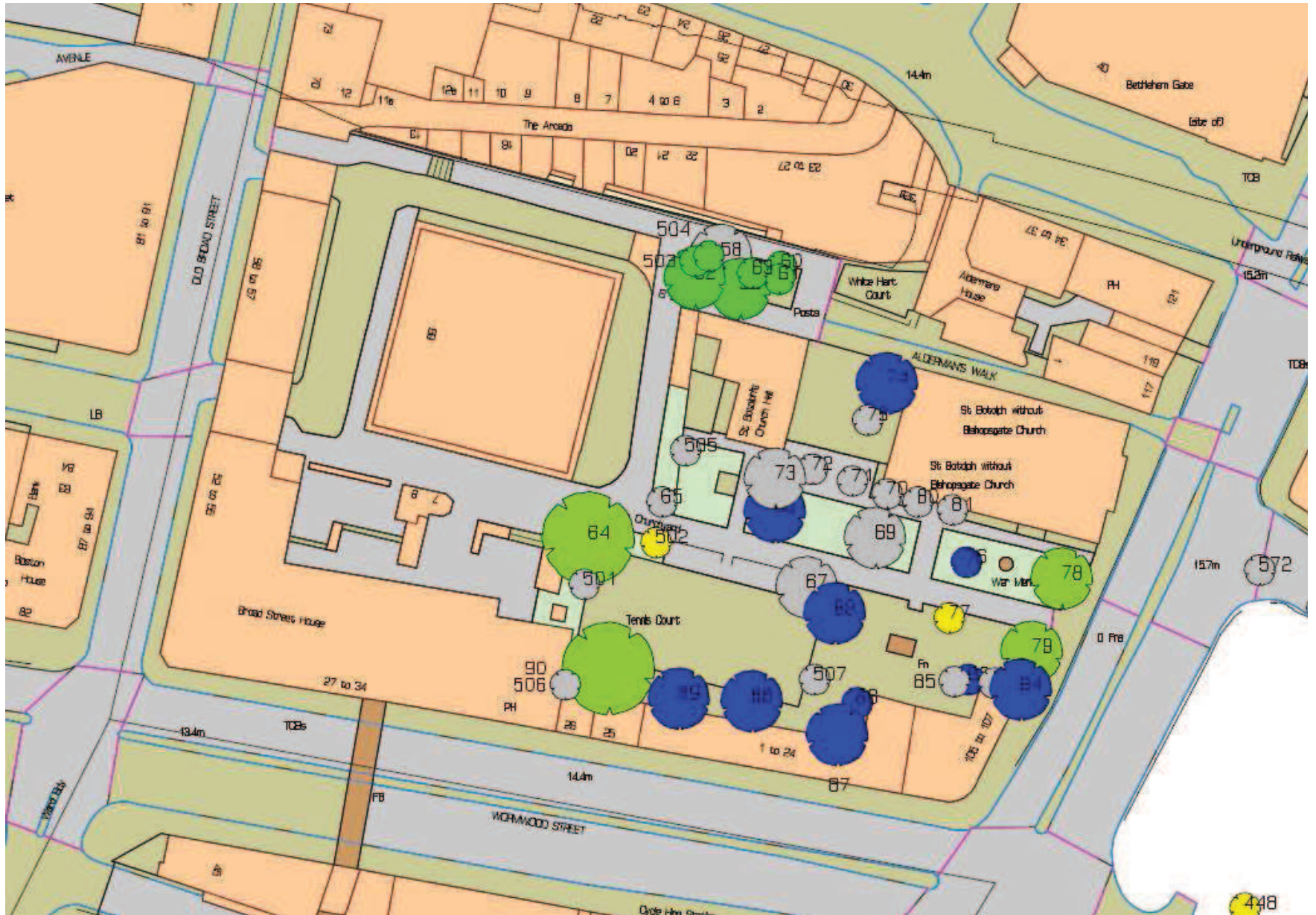
Target A9-1 Improve the condition of the habitat for wildlife within St Botolph Bishopsgate				
Action No	Action	Management Plan Objective	Links to other docs	Date
A9 1.1	<i>Improve habitat condition:</i> Install additional log piles/dead wood at the rear of perimeter planting boarder following improvement works to provide habitats for insects.	MPO6	BAP GCS1.1	2013
A9 1.2	<i>Improve habitat:</i> Investigate potential for additional nest boxes / insect homes on site.	MPO6	BAP GCS1.1	2012
A9 1.3	<i>Improve habitat condition:</i> Shrub cover to be enhanced as part of upcoming Section 106 funded improvement works to provide wider habitat diversity within the garden.	MPO6	BAP GCS1.1	Winter 2011
A9 1.4	<i>Improve habitat condition:</i> Increase the amount of native shrub cover in the garden in any future improvements.	MPO6	BAP GCS1.1	On-going
A9 1.5	<i>Improve habitat condition:</i> Annually mulch shrub beds.	MPO5	BAP GCS1.1	Annual
A9 1.6	<i>Improve habitat condition:</i> Include single flowering and nectar rich bedding in any bedding displays.	MPO6	BAP GCS1.5	On-going
A9 1.7	<i>Audit and monitor biodiversity:</i> Include St. Botolph Bishopsgate in RSPB's annual 'Big garden bird watch' with volunteers.	MPO6 & 7	BAP GCS1.5	Annual
A9 1.8	<i>Audit and monitor biodiversity:</i> Include St. Botolph Bishopsgate in bat surveys and all continuing volunteer wildlife surveys.	MPO6	BAP GCS1.5	On-going
A9 1.9	<i>Audit and monitor biodiversity:</i> Commission moth/butterfly/insect survey on site – subject to funding.	MPO6	BAP GCS1.5	2012 / 2013
A9 1.10	<i>TPO trees to be included in the CoL Tree Strategy:</i> All trees surveyed every 5 years, mature trees every year.	MPO4	Tree Survey	On-going
A9 1.11	Trial alternative maintenance of the garden without leaf blowing to further increase biodiversity. Implement as standard maintenance practice for future if successful.	MP06	BAP GCS1.1	2013-2014

Target A9-2 Community education and interpretation				
Action No	Action	Management Plan Objective	Links to other docs	Date
A9 2.1	Include St. Botolph Bishopsgate in City Gardens Wildlife Walks leaflet.	MPO8	BAP GSC2.3	2011 (Achieved)
A9 2.2	Include St. Botolph Bishopsgate in wider City Gardens interpretation material, aiming for 1 article/poster per year.	MPO8	BAP GSC2.2	On-going
A9 2.3	1 community/education event to take place at St. Botolph Bishopsgate every other year.	MPO7		Bi-annually

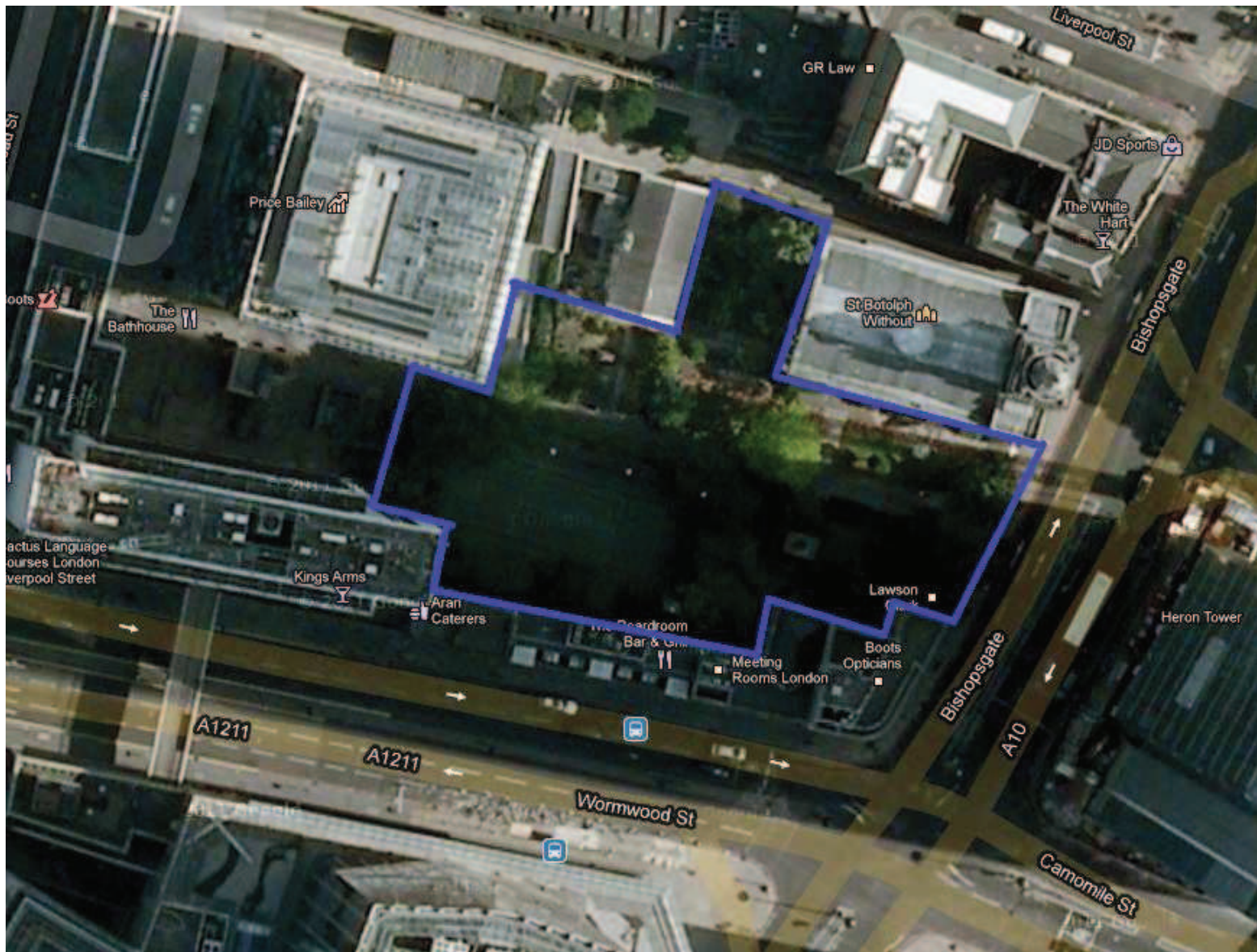
Tree Data - Taken from ArboTrack (July 2011)

Vegetation ID	Type	Age	Condition	Trunk	Full Species	Girth	Height	Spread	Committee
NE-00064	Broadleaf	Mature	Fair	Single	hispanica Platanus	80	19	10 to 15m	CoL Standard
NE-00065	Broadleaf	Semi Mature	Fair	Single	monogyna Crataegus	120	4	0-5m	CoL Standard
NE-00066	Broadleaf	Mature	Fair	Single	aucuparia Sorbus	290	10	05 to 10m	CoL Commemorative
NE-00067	Broadleaf	Mature	Fair	Single	negundo Acer , Other Broadleaf Broadleaf	290		05 to 10m	CoL Standard
NE-00068	Broadleaf	Semi Mature	Good	Single	ornus Fraxinus	290	7	05 to 10m	CoL Standard
NE-00069	Broadleaf	Mature	Fair	Single	pseudoacacia Robinia Frisia	360	16	05 to 10m	CoL Commemorative
NE-00070	Broadleaf	Semi Mature	Good	Single	microphylla Azara	170	6	00 to 05m	CoL Standard
NE-00071	Conifers	Young	Fair	Single	biloba Ginkgo	150-300mm	0-5m	0-5m	CoL Commemorative
NE-00072	Broadleaf	Young	Fair	Single	betulus Carpinus Fastigiata	150-300mm	0-5m	00 to 05m	CoL Commemorative
NE-00073	Broadleaf	Established	Good	Multi	aquifolium Ilex Variegata	100	00 to 05m	05 to 10m	CoL Commemorative
NE-00074	Broadleaf	Semi Mature	Good	Single	platyphyllos Tilia	290	12	05 to 10m	CoL Standard
NE-00075	Broadleaf	Mature	Fair	Single	sp. Malus	160	6	00 to 05m	CoL Standard
NE-00076	Broadleaf	Young	Good	Single	paniculata 'Fastigiata' Koelreuteria	11	8	00 to 05m	CoL Commemorative
NE-00077	Broadleaf	Young	Felled	Single	robur Quercus Fastigiata	6	00 to 05m	00 to 05m	CoL Commemorative
NE-00078	Broadleaf	Semi Mature	Fair	Single	platyphyllos Tilia	290	10	05 to 10m	CoL Commemorative
NE-00079	Broadleaf	Semi Mature	Good	Single	platyphyllos Tilia	410	15	05 to 10m	CoL Standard
NE-00080	Conifers	Young	Fair	Multi	lawsoniana cultivar Chamaecyparis	20	2	00 to 05m	CoL Standard
NE-00081	Conifers	Young	Fair	Multi	lawsoniana cultivar Chamaecyparis	20	2	00 to 05m	CoL Standard
NE-00082	Broadleaf	Semi Mature	Fair	Single	nigra Morus	18	5	00 to 05m	CoL Standard
NE-00083	Broadleaf	Mature	Fair	Group	frigidus Cotoneaster	110	5	00 to 05m	CoL Standard
NE-00084	Broadleaf	Semi Mature	Good	Single	persica Parrotia	150-300mm	00 to 05m	6-10m	CoL Standard
NE-00085	Broadleaf	Young	Fair	Single	aquifolium Ilex Variegata	50	5	00 to 05m	CoL Standard
NE-00086	Broadleaf	Semi Mature	Good	Single	triacanthos Gleditsia sunburst	150	11	00 to 05m	CoL Standard
NE-00087	Broadleaf	Mature	Good	Single	californica Umbellularia	300	11	05 to 10m	CoL Commemorative
NE-00088	Broadleaf	Mature	Good	Single	thuringiaca Sorbus	39	11	05 to 10m	CoL Standard
NE-00089	Broadleaf	Mature	Good	Single	avium Prunus	350	10	05 to 10m	CoL Standard
NE-00090	Broadleaf	Mature	Good	Single	paniculata Koelreuteria	150-300mm	12	11-15m	CoL Standard
NE-00501	Broadleaf	Semi Mature	Fair	Single	anagyroides Laburnum	150	5	00 to 05m	CoL Standard
NE-00502	Broadleaf	Semi Mature	Felled	Single	sp. Malus	110	3	00 to 05m	CoL Standard
NE-00505	Broadleaf	Semi Mature	Fair	Single	Other Broadleaf	120	5	0-5m	CoL Standard
NE-00506	Broadleaf	Established	Fair	Group	aquifolium Ilex Variegata	40	4	00 to 05m	CoL Standard
NE-00507	Broadleaf	Young	Fair	Single	aquifolium Ilex Variegata	5	3	00 to 05m	CoL Standard

Tree Data: Arbortrack printout (from CoL Tree Database June 2011)



Aerial photograph showing the location of St. Botolph without Bishopsgate Churchyard



A23: St. Paul's Cathedral Garden

Site Management Plan

Historical background

The ancient burial grounds of the cathedral church of St. Paul, St. Gregory by St. Paul's and St. Faith the Virgin under St. Paul's, were combined in 1878 to form an open space which has been managed by the City of London ever since. This open space has been enlarged by the incorporation of certain surplus lands together with the Eastern side of St. Paul's Churchyard, which was closed by Ministry order in 1966. The railings are very early examples of cast iron work and were made at Lamberhurst in Sussex in 1714. They have been carefully restored to enclose the enlarged open space.

Legislation, designations and restrictions

- Site is protected as a Public Open Space “for ever afterwards”, as per arrangements made under the City of London ‘Open Space’ Act 1878.
- City of London Corporation are responsible for the planting and maintenance.
- 3 x Platanus (London Plane) trees and 1 x Juglans (Walnut) tree to the north of the site are protected by Tree Preservation Orders.
- Designated as a Site of Importance to Nature Conservation
SINC Code: CiL02 **SINC Grade:** Local
Reason for designation: BAP Habitat – Churchyard & Cemetery

Site Management

Opening hours	Open 7 days a week throughout the year from 8am to 7pm or dusk, whichever is the earlier.
Depot	City Gardens Depot, 10 Castle Baynard Street, London EC4V 4EA
Staff	3347 gardener hours per annum



Site Features	
Size	Total Area: 800.08m ² garden to the South West, and to the East 5842.74m ²
Signage	Three D3 City of London signs, one at each entrance.
Benches	62 benches distributed throughout the churchyard garden.
Fountain & planters	Granite bird bath in the Eastern shrub border of the garden, installed as part of the biodiversity-oriented Local Area Agreement Funding bid in 2009.
Biodiversity features	The Eastern border was planted with biodiversity promoting plants with the help of local schoolchildren in Spring 2011 as part of the LAA funded Area Based Grants. There is also a granite bird bath on site to provide water for the birds in Summer months in particular. 3 robin & wren boxes, 1 insect house, 1 green open nest box, and 2 'Darwin alder' nest boxes were also installed as part of ABG Biodiversity funding in Spring 2011, to supplement the existing 2 nest boxes on site.

Ecological Importance of the Garden
<p>Of the 54 trees that are present in the garden, 29 are classified as mature with 4 having been recommended for Tree Preservation Orders due to their significant importance in the City (significance is measured against the British Standard 5837 recommendations). The mature shrub borders support a variety of bird life; species recorded include Great tits, Blackbirds, Robins and Starlings. The site is also regularly surveyed by wildlife volunteers for both invertebrate and other wildlife species. So far, greenfly, mallard, the common centipede and springtails have been recorded.</p> <p>This site falls in an area classified by the GLA as an „Area of Deficiency” where local people do not have sufficient access to nature. The St. Paul’s Churchyard Garden represents an important ecological resource which is used by the City of London Corporation to educate local children and residents about the importance of nature conservation and biodiversity. Garden birds are surveyed annually by volunteers in conjunction with the RSPB as part of their „Big Garden Bird Watch”. Bird boxes and feeders have been added to the garden over recent years, with a total of 8 bird nesting boxes and 1 insect house in the garden and a new granite bird bath as of July 2011.</p> <p>In conjunction with nearby St. Paul’s Cathedral Choir School, the shrub border to the East of the garden has been improved with planting to enhance the ecological value of this garden further through conscious selection of plant species for wildlife, including shrub cover for nesting birds and those which provide habitat or food sources for invertebrates. Plants used included Ilex aquifolium (which is evergreen and has berries as food for birds), Pyracantha, Lonicera fragrantissima, Myrtus and Berberis darwinii. We have an on-going relationship with the St. Paul’s Cathedral Choir School, relationship for wildlife education activities in the garden.</p>

Site Action Plan		Abbreviations: BAP Biodiversity Action Plan 2010-2015		
A23 – St. Paul’s Cathedral Garden		OSS City of London Open Space Strategy 2008	MPO Management Plan Objective 2010-2015	
Target A23 -1		Improve the condition of the habitat for wildlife within St. Paul’s Cathedral Garden		
Action No	Action	Management Plan Objective	Links to other docs	Date
A23 1.1	<i>Improve habitat condition:</i> Install additional log piles/dead wood at the rear of perimeter planting border to provide habitats for insects.	MPO6	BAP GCS1.1	2012
A23 1.2	<i>Improve habitat:</i> Investigate potential for additional nest boxes / insect homes on site.	MPO6	BAP GCS1.1	2012
A23 1.3	<i>Improve habitat condition:</i> Shrub cover to be maintained to ensure that it continues to make up 30% of the total surface area of the garden.	MPO6	BAP GCS1.1	On-going
A23 1.4	<i>Improve habitat condition:</i> Increase the amount of native shrub cover in the garden in any future improvements.	MPO6	BAP GCS1.1	On-going
A23 1.5	<i>Improve habitat condition:</i> Annually mulch shrub beds.	MPO5		Annual
A23 1.6	<i>Improve habitat condition:</i> Include single flowering and nectar rich species.	MPO6	BAP GCS1.5	On-going
A23 1.7	<i>Audit and monitor biodiversity:</i> Include St. Paul’s Cathedral Garden in RSPB’s annual ‘Big garden bird watch’ with volunteers.	MPO6 & 7	BAP GCS1.5	Annual
A23 1.8	<i>Audit and monitor biodiversity:</i> Include St. Paul’s Cathedral Garden in bat surveys and all continuing volunteer wildlife surveys.	MPO6	BAP GCS1.5	On-going
A23 1.9	<i>Audit and monitor biodiversity:</i> Commission moth/butterfly/insect survey on site – subject to funding.	MPO6	BAP GCS1.5	2013 / 2014
A23 1.10	<i>TPO trees to be included in the CoL Tree Strategy:</i> All trees surveyed every 5 years, mature trees every year.	MPO 4	Tree Survey	On-going
Target A23- 2		Community education and interpretation		
Action No	Action	Management Plan Objective	Links to other docs	Date
A23 2.1	Include St. Paul’s Cathedral Garden in City Gardens Wildlife Walks leaflet.	MPO8	BAP GSC2.3	2011 (Achieved)
A23 2.2	Continue working with schools such as the St. Paul’s Cathedral Choir School to deliver educational sessions within the garden with 1 community/education event to take place at St. Paul’s Cathedral Garden each year.	MP07 and MPO8	BAP GSC2.2	On-going

Tree Data - Taken from Arbortrack (June 2011)

Vegetation ID	Type	Age	Condition	Trunk	Full Species	Arbortrack ID	TPO Reference	Committee
SW-00118	Broadleaf	Mature	Good	Single	platyphyllos Tilia	119		CoL Standard
SW-00119	Broadleaf	Mature	Good	Single	hispanica Platanus	120	T1	CoL Standard
SW-00120	Broadleaf	Mature	Good	Single	hispanica Platanus	121	T2	CoL Standard
SW-00121	Broadleaf	Mature	Good	Single	hispanica Platanus	122	T3	CoL Standard
SW-00122	Broadleaf	Mature	Good	Single	europa Tilia	123		CoL Standard
SW-00123	Broadleaf	Semi Mature	Good	Single	sp. Crataegus	124		CoL Standard
SW-00124	Broadleaf	Semi Mature	Fair	Single	sp. Crataegus	125		CoL Standard
SW-00125	Broadleaf	Semi Mature	Fair	Twin	siliquastrum Cercis	126		CoL Standard
SW-00126	Conifers	Mature	Good	Single	biloba Ginkgo	127		CoL Standard
SW-00127	Conifers	Mature	Good	Single	grandis Abies	128		CoL Commemorative
SW-00128	Broadleaf	Semi Mature	Good	Single	sp. Quercus	129		CoL Standard
SW-00129	Broadleaf	Young	Good	Single	alba Morus Pendula	130		CoL Commemorative
SW-00130	Conifers	Semi Mature	Good	Multi	baccata Taxus	131		CoL Standard
SW-00131	Broadleaf	Semi Mature	Good	Twin	kobus Magnolia	132		CoL Standard
SW-00132	Broadleaf	Semi Mature	Good	Twin	kobus Magnolia	133		CoL Standard
SW-00133	Broadleaf	Semi Mature	Good	Single	nigra Juglans	134		CoL Standard
SW-00134	Broadleaf	Mature	Felled	Twin	sp. Eucalyptus	135		CoL Standard
SW-00135	Conifers	Semi Mature	Fair	Single	gylptostroboides Metasequoia	136		CoL Standard
SW-00136	Conifers	Mature	Good	Single	biloba Ginkgo	137		CoL Standard
SW-00137	Broadleaf	Mature	Good	Group	persica Parrotia	138		CoL Standard
SW-00138	Broadleaf	Mature	Good	Single	nigra Juglans	139	T4	CoL Standard
SW-00139	Broadleaf	Mature	Good	Single	nigra Juglans	140		CoL Standard
SW-00140	Broadleaf	Mature	Good	Single	nigra Juglans	141		CoL Standard
SW-00141	Broadleaf	Mature	Good	Single	nigra Juglans	142		CoL Standard
SW-00213	Broadleaf	Semi Mature	Felled	Single	tschonoskii Malus	214		CoL Commemorative
SW-00214	Broadleaf	Mature	Felled	Single	nigra Juglans	215		CoL Commemorative
SW-00215	Broadleaf	Mature	Felled	Single	altissima Ailanthus	216		CoL Standard
SW-00216	Broadleaf	Young	Fair	Single	acerifolia Platanus	217		CoL Standard
SW-00217	Broadleaf	Mature	Felled	Single	saccharinum Acer	218		CoL Standard
SW-00218	Broadleaf	Young	Fair	Single	acerifolia Platanus	219		CoL Standard
SW-00219	Broadleaf	Mature	Felled	Single	sp. Quercus	220		CoL Standard
SW-00239	Broadleaf	Semi Mature	Good	Twin	laevis Amelanchier	240		CoL Standard
SW-00240	Conifers	Mature	Good	Group	baccata Taxus	241		CoL Standard
SW-00241	Conifers	Established	Good	Single	baccata Taxus	242		CoL Standard
SW-00242	Broadleaf	Semi Mature	Good	Twin	altissima Ailanthus	243		CoL Standard
SW-00243	Broadleaf	Semi Mature	Good	Multi	laevis Amelanchier	244		CoL Standard

SW-00244	Broadleaf	Mature	Good	Single	persica Parrotia	245	CoL Standard
SW-00245	Broadleaf	Mature	Good	Single	persica Parrotia	246	CoL Standard
SW-00246	Broadleaf	Mature	Good	Multi	persica Parrotia	247	CoL Standard
SW-00247	Broadleaf	Mature	Good	Multi	persica Parrotia	248	CoL Standard
SW-00248	Broadleaf	Mature	Good	Single	persica Parrotia	249	CoL Standard
SW-00249	Broadleaf	Mature	Good	Single	sp. Malus	250	CoL Standard
SW-00250	Broadleaf	Mature	Good	Single	salicifolia Pyrus	251	CoL Standard
SW-00251	Broadleaf	Young	Good	Single	x vossii Laburnum	252	CoL Commemorative
SW-00252	Broadleaf	Mature	Poor	Single	sp. Malus	253	CoL Standard
SW-00253	Broadleaf	Semi Mature	Good	Single	styraciflua Liquidambar	254	CoL Commemorative
SW-00254	Conifers	Semi Mature	Good	Single	biloba Ginkgo	255	CoL Commemorative
SW-00255	Broadleaf	Semi Mature	Good	Twin	unedo Arbutus	256	CoL Standard
SW-00256	Broadleaf	Established	Fair	Multi	spinosa Aralia	257	CoL Standard
SW-00257	Broadleaf	Established	Fair	Twin	spinosa Aralia	258	CoL Standard
SW-00258	Broadleaf	Semi Mature	Good	Single	tulipifera Liriodendron	259	CoL standard
SW-00259	Broadleaf	Mature	Good	Single	styraciflua Liquidambar	260	CoL Standard
SW-00260	Broadleaf	Semi Mature	Good	Multi	trifoliata Poncirus	261	CoL Standard
SW-00261	Broadleaf	Semi Mature	Fair	Multi	trifoliata Poncirus	262	CoL Standard
SW-00262	Broadleaf	Semi Mature	Fair	Multi	trifoliata Poncirus	263	CoL Standard
SW-00263	Broadleaf	Semi Mature	Good	Multi	kobus Magnolia	264	CoL Standard
SW-00264	Broadleaf	Semi Mature	Good	Multi	kobus Magnolia	265	CoL Standard
SW-00265	Broadleaf	Semi Mature	Good	Multi	kobus Magnolia	266	CoL Standard
SW-00266	Broadleaf	Semi Mature	Good	Single	umineko Prunus californicum	267	CoL Commemorative
SW-00267	Broadleaf	Mature	Good	Single	Fremontodendron	268	CoL Standard
SW-00313	Broadleaf	Semi Mature	Felled	Twin	Other Broadleaf	314	CoL Standard
SW-00314	Broadleaf	Semi Mature	Felled	Single	kobus Magnolia	315	CoL Standard
SW-00315	Broadleaf	Semi Mature	Felled	Single	kobus Magnolia	316	CoL Standard
SW-00316	Broadleaf	Young	Felled	Single	sp. Malus	317	CoL Standard
SW-00317	Broadleaf	Semi Mature	Felled	Multi	laevis Amelanchier	318	CoL Standard



Aerial photograph showing the location of St. Paul's Cathedral Garden (June 2011)



B14: St. Mary Aldermanbury Gardens

Site Management Plan

Historical background

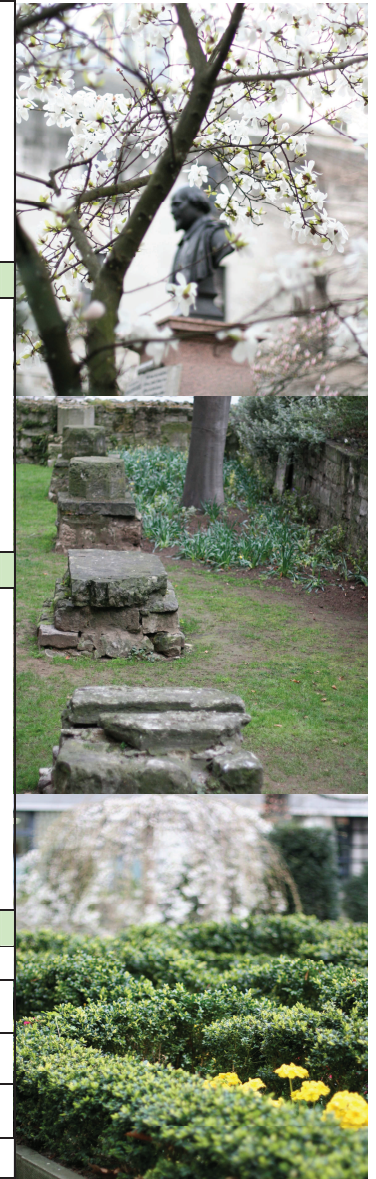
The site of the church of St. Mary Aldermanbury is first mentioned in 1181. This church was destroyed in the Great Fire of 1666 and subsequently rebuilt by Christopher Wren. The church was then again destroyed by bombing in 1940. The remaining fabric was moved to Westminster College, Fulton, Missouri in the USA in 1966. A memorial on the East side of the garden reads "To the memory of John Heminge and Henry Condell, fellow actors and personal friends of Shakespeare, they lived many years in this parish and are buried here".

Legislation, designations and restrictions

- Designated as Public Open Space under the Open Spaces Act 1906: 7 March 1974.
- City of London Corporation responsible for the planting and its maintenance.
- Designated as a Site of Importance to Nature Conservation
SINC Code: CiL05 **SINC Grade:** Local
Reason for designation: BAP Habitat – Park/urban green; BAP species - House Sparrow
 Yew hedging, various ferns have colonised the garden.

Site Management

Opening hours	Open 7 days a week throughout the year from 8am to 7pm or dusk, whichever is the earlier.
Depot	Local Depot: Finsbury Circus
Staff	409 gardener hours per annum



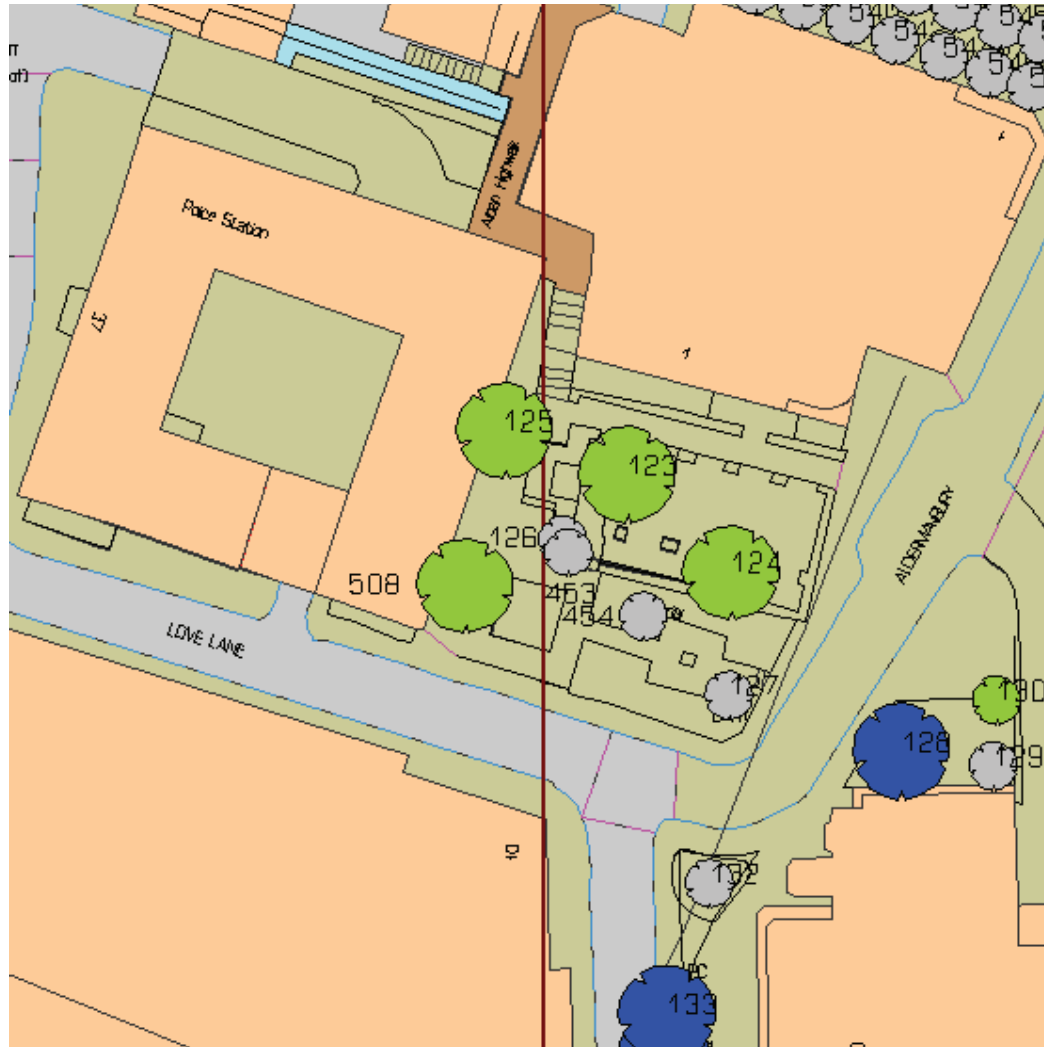
Site Features	
Size	Total Area: 762.38m ² 90.07m ² Shrubs/Herbaceous material (12%) 81.31m ² Annual bedding (11%) 173.94m ² Lawn (23%)
Signage	One D1 City of London sign at the South West entrance. Also an A2 size noticeboard to the South of the garden in which the latest 'What's New' newsletter and other relevant information is displayed and regularly updated.
Benches	There are 11 benches, one plaque and a memorial statue
Fountain & planters	There are no fountains. Stone paving and granite are used throughout the site with some cobbles. There are retaining walls of new stone and from the original church walls. Several raised planters.
Biodiversity features	The plant border in the lower garden was planted in Spring 2011 with plants specifically chosen for their value to biodiversity and wildlife, funded by one of the 2009 Area Based Grants aimed at improving biodiversity.

Ecological Importance of the Garden
<p>This site falls within an area classified by the GLA as an 'Area of Deficiency' where local people do not have sufficient access to nature. As such St. Mary Aldermanbury Garden represents an important ecological resource which is used not only by local workers, but also by the City of London Corporation to educate local children and residents about the importance of nature conservation. The shrub boarder and soft landscaping of the lower garden was improved with biodiversity promoting plants species in Spring 2011 as part of the LAA grant funding for Biodiversity awarded in 2009. This included species which provide berries or other food or habitat for invertebrate and bird species, such as Euonymus Europaeus 'Spindleberry', Rosa rugosa 'Alba', Buddleia globosa, Ilex aquifolium, Berberis julianae and Cornus sanguinea.</p> <p>Of the 8 trees that are present in the garden, 4 are classified as mature. The mature shrub borders also support a variety of bird life; species recorded include Blue tits, Great tits, Blackbirds, Robins and Magpies. Garden birds are surveyed annually by volunteers in conjunction with the RSPB. Two bird boxes and a bird bath have been added to the garden. A regular conservation and wildlife survey volunteer has also done practical research and found other wildlife in the garden including greenfly, stripe-legged spider, black fly, comb footed spider, spring tail, common centipede, brandling worm, black slug, garden snail, red spider mite, magpie and wood pigeon, indicating the diversity of species using Aldermanbury Gardens as their habitat.</p>

Site Action Plan		Abbreviations: BAP		Biodiversity Action Plan 2010-2015
B14 – St. Mary Aldermanbury		OSS	City of London Open Space Strategy 2008	
		MPO	Management Plan Objective 2010-2015	
Target B14 -1	Improve the condition of the habitat for wildlife within St. Mary Aldermanbury			
Action No	Action	Management Plan Objective	Links to other docs	Date
B14 1.1	<i>Improve habitat condition:</i> Install additional log piles/dead wood at the rear of the lower garden planting border to provide habitats for insects.	MPO6	BAP GCS1.1	2012
B14 1.2	<i>Improve habitat:</i> investigate potential for bird bath on site.	MPO6		2012 / 2013
B14 1.3	<i>Improve habitat condition:</i> Existing shrub cover to be maintained and where possible improved.	MPO6	BAP GCS1.1	On-going
B14 1.4	<i>Improve habitat condition -</i> Increase the amount of native shrub cover in the garden in any future improvements. Eventual aim for shrub cover to make up 30% of the total surface area of the garden in the future.	MPO6	BAP GCS1.1	On-going
B14 1.5	<i>Improve habitat condition -</i> Annually mulch shrub beds.	MPO5		Annual
B14 1.6	<i>Improve habitat condition -</i> Include single flowering and nectar rich species	MPO6	BAP GCS1.5	On-going
B14 1.7	<i>Audit and monitor biodiversity –</i> include St. Mary Aldermanbury in RSPB's annual 'Big garden bird watch' with volunteers.	MPO6 & 7	BAP GCS1.5	Annual
B14 1.8	<i>Audit and monitor biodiversity-</i> Include St. Mary Aldermanbury in bat surveys and all continuing volunteer wildlife surveys.	MPO6	BAP GCS1.5	On-going
B14 1.9	<i>Audit and monitor biodiversity -</i> Commission moth/butterfly/insect survey on site – subject to funding.	MPO6	BAP GCS1.5	2012 / 2013
B14 1.10	<i>TPO trees to be included in the CoL Tree Strategy –</i> All trees surveyed every 5 years, mature trees every year.	MPO 4	Tree Survey	On-going
Target B14-2	Community education and interpretation			
Action No	Action	Management Plan Objective	Links to other docs	Date
B14 2.1	Include St. Mary Aldermanbury in City Gardens Wildlife Walks leaflet.	MPO8	BAP GSC2.3	2011 (Achieved)
B14 2.2	Erect interpretation material about priority species and habitats within the garden.	MPO8	BAP GSC2.2	1 article /poster per year
B14 2.3	At least 1 community/education event to take place at St. Mary Aldermanbury every other year.	MPO7		Bi-annually

Tree Data - Taken from Arbortrack (July 2011)

Vegetation ID	Type	Age	Condition	Trunk	Full Species	TPO Reference	Committee
NE-00123	Broadleaf	Mature	Good	Single	sylvatica Fagus		CoL Standard
NE-00124	Broadleaf	Mature	Good	Single	sylvatica Fagus		CoL Standard
NE-00125	Conifers	Mature	Good	Single	distichum Taxodium		CoL Standard
NE-00126	Broadleaf	Established	Good	Single	subhirtella Prunus Pendula Rubra		CoL Standard CoL Commemorative
NE-00127	Broadleaf	Established	Fair	Single	amabilis Magnolia		Commemorative
NE-00453	Conifers	Established	Fair	Single	baccata Taxus		CoL Standard
NE-00454	Broadleaf	Established	Fair	Single	kobus Magnolia		CoL Standard
NE-00508	Broadleaf	Mature	Good	Single	grandiflora Magnolia Ferrugilea		CoL commemorative



Aerial photograph showing the location of the Aldermanbury Gardens:



C17: Cleary Garden

Site Management Plan

Historical background

Cleary Garden is named after Mr Frederick Cleary, who was a member of the Court of Common Council from 1959 to 1984. He was the former chairman of the Metropolitan Public Gardens Association, who campaigned for the growth and maintenance of the City's open spaces. To mark their centenary in 1982 the Metropolitan Public Gardens Association funded the laying out of Cleary Garden. The garden then went under additional refurbishment in 2007 due to sponsorship money received from Loire Valley Wines for Open Garden Squares Weekend.

Located in the heart of the City, Cleary Garden has a rich history. The garden's lower lawn covers the site of the largest Roman bathhouse yet discovered in the UK. During the Middle Ages, the area was a hub of the wine trade, with the Vintners Livery Company situated on nearby Upper Thames Street. Records show that a local vintner once traded his produce on the plot where Cleary Garden Stands today.

Legislation, designations and restrictions

- Designated as a Public Open Space, under the agreement from the Open Spaces Act 1906
- City of London Corporation responsible for the planting and its maintenance.
- Designated as a Site of Importance to Nature Conservation
SINC Code: CiL03 **SINC Grade:** Local
Reason for designation: BAP Habitat – Park/Urban green space; BAP Species – House Sparrow & Starling found here

Site Management

Opening hours	Open 7 days a week throughout the year from 8am to 7pm or dusk, whichever is the earlier.
Depot	City Gardens Depot, 10 Castle Baynard Street, London EC4V 4EA
Staff	538.36 gardener hours per annum



Site Features	
Size	Total Area: 771.25 m ² 64.0m ² Shrubs/Herbaceous materials (13%) 14.39m ² Annual bedding (3%) 180.6m ² Lawn (37%)
Signage	One D3 City of London sign at the North-West entrance. Also an A2 size noticeboard on the West wall on the upper level to the garden near the North/West entrance in which the latest 'What's New' newsletter and other relevant information is displayed and regularly updated. There is a temporary sponsorship sign on Queen Victoria Street railings which states 'Loire Valley Wines and the City of London working in partnership to green the City', and a leaf shaped sign on the second terrace with more details about the improvement made through sponsorship.
Benches	5 benches on the lower level and 6 benches on the upper level, all with dividing arms.
Fountain & planters	No fountain or planters.
Biodiversity features	There is an 'insect hotel' in the lower section of the garden, built by German Women in Property as part of the 2010 'Beyond the Hive' competition. There is also a bird bath on the lower level, bird feeders and two nest boxes on the upper level of the garden.

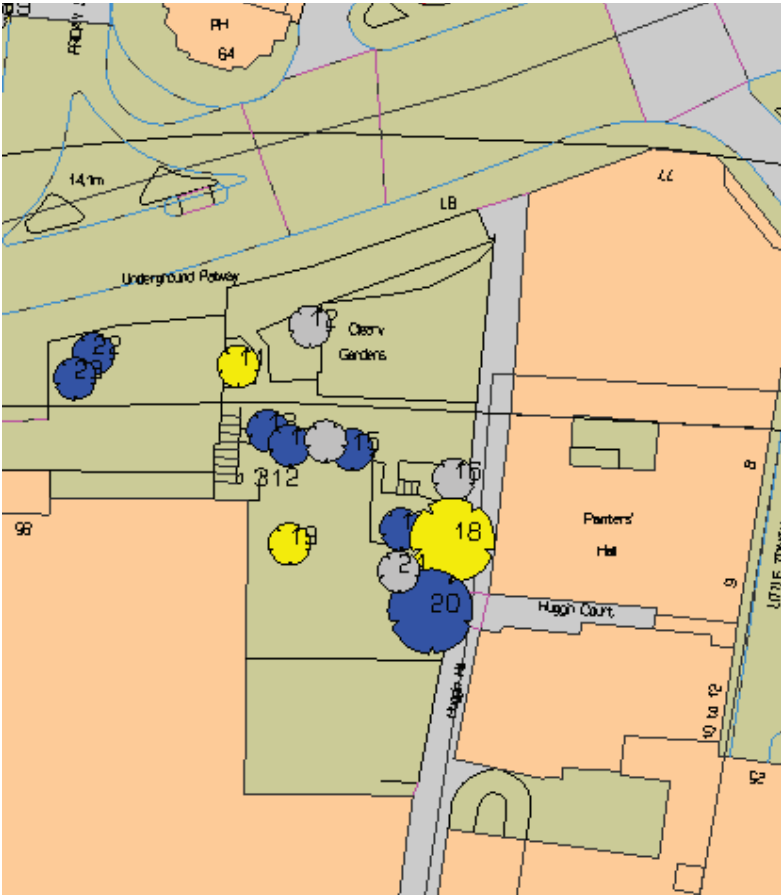
Ecological Importance of the Garden
<p>This site falls in an area classified by the GLA as an „Area of Deficiency“ where local people do not have sufficient access to nature. This site represents an important ecological resource which is used by the City of London Corporation to educate local children and residents about the importance of nature conservation. Garden birds are surveyed annually by volunteers in conjunction with the RSPB. Two bird boxes and a bird feeder have been added to the garden. An „insect hotel“ was built in the lower level of the garden in 2010 by German Women in Property as part of the 2010 „Beyond the Hive“ competition which City Gardens took part in alongside British Land. This has been specifically designed to provide habitat for invertebrates in the garden.</p> <p>Of the 12 trees that are present in the garden, 2 are classified as mature. The mature shrub borders support a variety of bird life; species recorded include Blue tits, Great tits, Coal tits, Greenfinch, Blackbirds, Robins, Starlings and Wrens. A wildlife survey volunteer regularly carries out surveying research in the garden to monitor the species of both invertebrates and birds that use Cleary Garden for habitat. So far findings have shown the following species are present: Western honey bee, Blackbird, 14-Spot ladybird, Comb footed spider, Crane fly, Common earwig, Springtail, Red spider mite.</p>

Site Action Plan		Abbreviations: BAP Biodiversity Action Plan 2010-2015 OSS City of London Open Space Strategy 2008 MPO Management Plan Objective 2010-2015		
C17 – Cleary Garden				
Target C17 -1	Improve the condition of the habitat for wildlife within Cleary Garden			
Action No	Action	Management Plan Objective	Links to other docs	Date
C17 1.1	<i>Improve habitat condition:</i> - Install additional log piles/dead wood at the rear of perimeter planting border to provide habitats for insects.	MPO6	BAP GCS1.1	2012
C17 1.2	<i>Improve habitat condition:</i> Shrub cover to be maintained or improved where possible to ensure that it continues to make up a significant proportion of the total surface area of the garden.	MPO6	BAP GCS1.1	On-going
C17 1.3	<i>Improve habitat condition:</i> Increase the amount of native shrub cover in the garden in any future improvements.	MPO6	BAP GCS1.1	On-going
C17 1.4	<i>Improve habitat condition:</i> Annually mulch shrub beds.	MPO5		Annual
C17 1.5	<i>Improve habitat condition:</i> Include single flowering and nectar rich bedding in any bedding displays.	MPO6	BAP GCS1.5	On-going
C17 1.6	<i>Audit and monitor biodiversity:</i> Include Cleary Garden in RSPB's annual „Big garden bird watch“ with volunteers.	MPO6 & 7	BAP GCS1.5	Annual
C17 1.7	<i>Audit and monitor biodiversity:</i> Include Cleary Garden in bat surveys and all continuing volunteer wildlife surveys.	MPO6	BAP GCS1.5	On-going
C17 1.8	<i>Audit and monitor biodiversity:</i> Commission moth/butterfly/insect survey on site – subject to funding.	MPO6	BAP GCS1.5	2011 / 2012
C17 1.9	<i>TPO trees to be included in the CoL Tree Strategy:</i> All trees surveyed every 5 years, mature trees every year.	MPO 4	Tree Survey	On-going
Target C17-2	Community education and interpretation			
Action No	Action	Management Plan Objective	Links to other docs	Date
C17 2.1	Include Cleary Garden in City Gardens Wildlife Walks leaflet	MPO8	BAP GSC2.3	2011 (Achieved)
C17 2.2	Erect interpretation material about priority species and habitats within the garden	MPO8	BAP GSC2.2	1 article /poster per year
C17 2.3	Deliver 1 community/education event to take place at Cleary Garden each year	MPO7		Annual

Tree Data - Taken from ArboTrack (July 2011)

Vegetation ID	Type	Age	Condition	Full Species	TPO Reference	Committee
SW-00011	Broadleaf	Semi Mature	Felled	sp. Malus		CoL Standard
SW-00012	Broadleaf	Established	Fair	Amanogawa Prunus		CoL Commemorative
SW-00013	Conifers	Semi Mature	Good	gylptostroboides Metasequoia		CoL Standard
SW-00014	Conifers	Established	Good	gylptostroboides Metasequoia		CoL Standard
SW-00015	Conifers	Semi Mature	Good	ascendens Taxodium		CoL Commemorative
SW-00016	Broadleaf	Young	Fair	pseudoacacia Robinia Frisia		CoL Commemorative
SW-00017	Conifers	Semi Mature	Good	ascendens Taxodium		CoL standard
SW-00018	Broadleaf	Mature	Felled	thuringiaca Sorbus		CoL standard
SW-00019	Broadleaf	Mature	Felled	platyphyllos Tilia		CoL commemorative
SW-00020	Broadleaf	Semi Mature	Good	triacanthos Gleditsia sunburst		CoL commemorative
SW-00021	Broadleaf	Established	Good	aria Sorbus		CoL Standard
SW-00312	Broadleaf	Established	Good	kobus Magnolia		CoL Standard

Tree Data: ArboTrack printout (from CoL Tree Database July 2011)



Aerial photograph showing the location of Cleary Garden



C20: Finsbury Circus

Site Management Plan

Historical background

Finsbury Circus was originally a fen on a moor known as Fensbury. This had been formed by the blocking of culverts cut into the city wall for the Wallbrook after the Romans had departed. In the early 15th Century the city wall was breached at this point and Moorgate was completed. By 1606 the level of the moor had been raised and laid out with walks, elm trees, and benches, the area becoming London's first public park. The Corporation of London acquired this, the largest open space in the city, by an act of Parliament in 1900. The only bowling green in the city was constructed here in 1925 and was enlarged in 1968 with the replacement of the pavilion.

Legislation, designations and restrictions

- Designated as a Public Open Space, under the agreement from the Open Spaces Act 1906
- City of London Corporation responsible for the planting and its maintenance.
- Cross Rail have temporarily closed off approximately two thirds of the garden for between 5 and 7 years to allow enhancement works to Liverpool Street Station. The garden will be reinstated following completion of the Cross Rail works.
- Designated as a Site of Importance to Nature Conservation
SINC Code: CiL07 **SINC Grade:** Local
Reason for designation: BAP Habitat – Park/Urban green space; BAP Species – Black Redstart and Starling found here

Site Management

Opening hours	Open 7 days a week throughout the year from 8am to 7pm or dusk, whichever is the earlier.
Depot	Finsbury Circus sub-depot.
Staff	4365 gardener hours per annum



Site Features	
Size	Total Area: 5277.33m ² 134.28m ² Shrubs/Herbaceous material (33%) 221.88m ² Annual bedding (4%) 1418.16m ² Lawn (27%)
Signage	Four D3 City of London signs, one at each entrance. Also an A2 size noticeboard at the South entrance to the garden in which the latest 'What's New' newsletter and other relevant information is displayed and regularly updated.
Benches	Despite Cross Rail works, the remaining section of the garden includes benches around the bandstand area and perimeter. Previous to Cross Rail works there were 59 wooden benches, and a similar number have been kept in the garden whilst works go ahead to continue to meet the demand for seating at lunchtime in particular.
Fountain & planters	There is a small fountain near the Western entrance to the garden, a bandstand surrounded by benches, and four bomb-proof bins.
Biodiversity features	There are currently two log-piles in the garden, four bird nesting boxes and a bird bath.

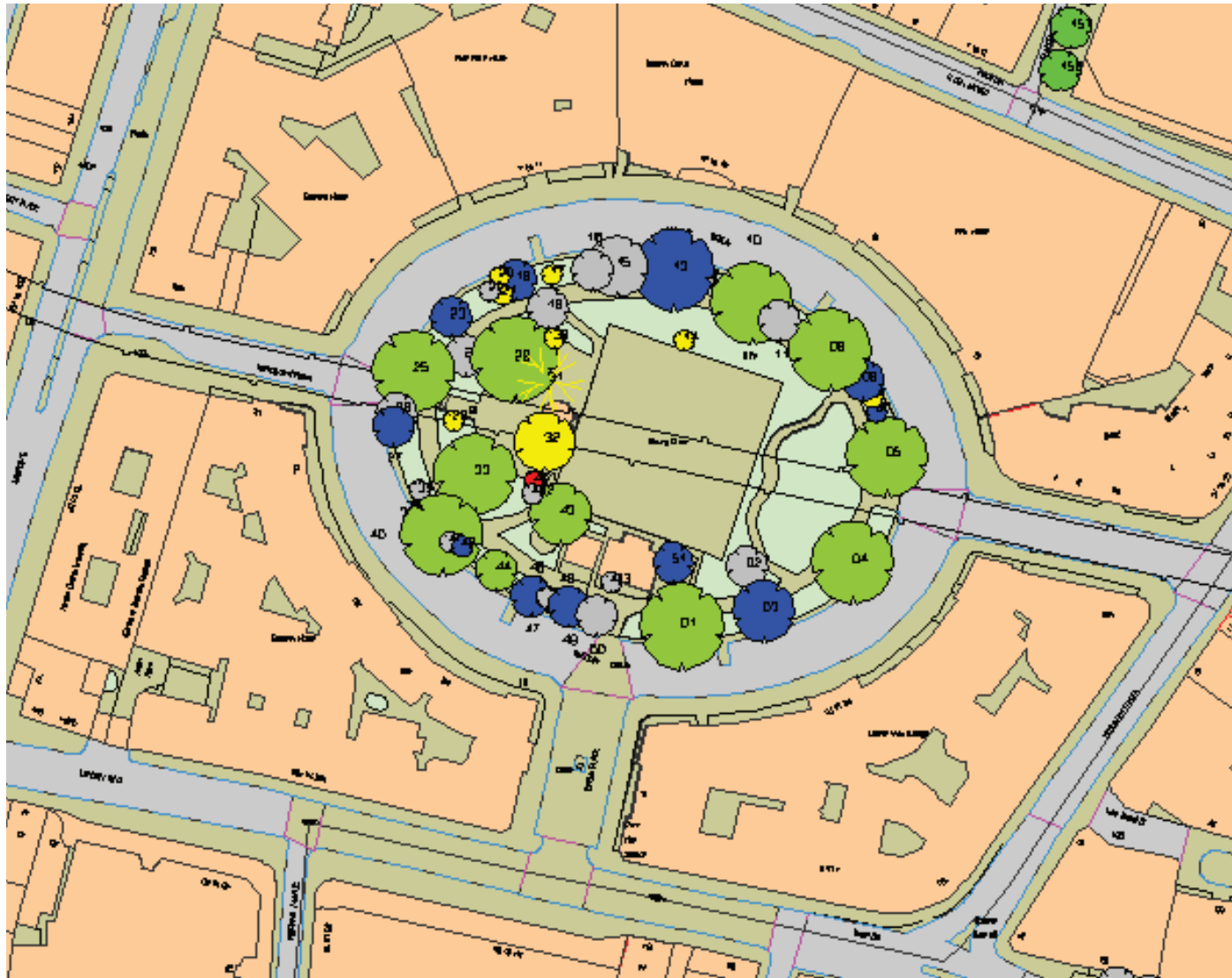
Ecological Importance of the Garden
<p>The historic garden at Finsbury Circus was London's first public park in 1606. The outer circumference of the garden contains a wide border with mature trees and shrubs. One quarter of this perimeter border was re-planted in 2011 to improve the condition of the planting and to enhance this remaining area of the garden whilst Cross Rail undergo their construction works in the rest of the garden.</p> <p>Finsbury Circus falls in an area classified by the GLA as an 'Area of Deficiency' where local people do not have sufficient access to nature. This site represents an important ecological resource which is used by the City of London Corporation to educate local children and residents about the importance of nature conservation. Garden birds are surveyed annually by volunteers in conjunction with the RSPB. Bird boxes and feeders have been added to the garden. An experienced wildlife volunteer surveys the garden every few months, looking in particular for invertebrate species according to a consistent methodology. To date, species include March Fly, Black fly, Greenfly, Springtail, Pill Woodlouse, Ground beetle, Foliage spider, Wrens, and Black Spider Mites.</p> <p>Of the 44 trees that are present in the garden, 14 are classified as mature with 11 having been recommended for Tree Preservation Orders due to their significant importance in the City (significance is measured against the British Standard 5837 recommendations). The mature shrub borders support a variety of bird life; species recorded include Blue tits, Great tits, Blackbirds, and Woodpigeon. The garden also provides a vital green link adding to green corridors for wildlife through this otherwise highly urbanised area.</p>

Site Action Plan		Abbreviations: BAP Biodiversity Action Plan 2010-2015		
C20 – Finsbury Circus		OSS City of London Open Space Strategy 2008		
		MPO Management Plan Objective 2010-2015		
Target C22 -1 Improve the condition of the habitat for wildlife within Finsbury Circus				
Action No	Action	Management Plan Objective	Links to other docs	Date
C20 1.1	<i>Improve habitat condition</i> - Install additional log piles/dead wood at the rear of perimeter planting border to provide habitats for insects.	MPO6	BAP GCS1.1	2012
C20 1.2	<i>Improve habitat</i> - investigate potential for additional bird bath on site.	MPO6		2012 / 2013
C20 1.3	<i>Improve habitat condition</i> - Shrub cover to be maintained to ensure that it continues to make up 30% of the total available surface area of the garden. Ensure this is applied to whole garden when re-instated following Cross Rail.	MPO6	BAP GCS1.1	On-going
C20 1.4	<i>Improve habitat condition</i> - Increase the amount of native shrub cover in the garden in any future improvements	MPO6	BAP GCS1.1	On-going
C20 1.5	<i>Improve habitat condition</i> - Annually mulch shrub beds.	MPO5		Annual
C20 1.6	<i>Improve habitat condition</i> - Include single flowering and nectar rich bedding in any bedding displays when garden reinstated following Cross Rail works.	MPO6	BAP GCS1.5	On-going
C20 1.7	<i>Audit and monitor biodiversity</i> – include Finsbury Circus in RSPB's annual 'Big garden bird watch' with volunteers.	MPO6 & 7	BAP GCS1.5	Annual
C20 1.8	<i>Audit and monitor biodiversity</i> - Include Finsbury Circus in bat surveys and all continuing volunteer wildlife surveys.	MPO6	BAP GCS1.5	On-going
C20 1.9	<i>Audit and monitor biodiversity</i> - Commission moth/butterfly/insect survey on site – subject to funding, and continue invertebrate wildlife surveys by volunteer/s	MPO6	BAP GCS1.5	2012 / 2013
C20 1.10	<i>TPO trees to be included in the CoL Tree Strategy</i> – All trees surveyed every 5 years, mature trees every year.	MPO 4	Tree Survey	On-going
Target C20-2 Community education and interpretation				
Action No	Action	Management Plan Objective	Links to other docs	Date
C20 2.1	Include West Smithfield in City Gardens Wildlife Walks leaflet	MPO8	BAP GSC2.3	2011 (Achieved)
C20 2.2	Annually update interpretation material about priority species and habitats in the garden	MPO8	BAP GSC2.2	1 article /poster per year
C20 2.3	1 community/education event to take place at Finsbury Circus bi-annually	MPO7		Bi-annually

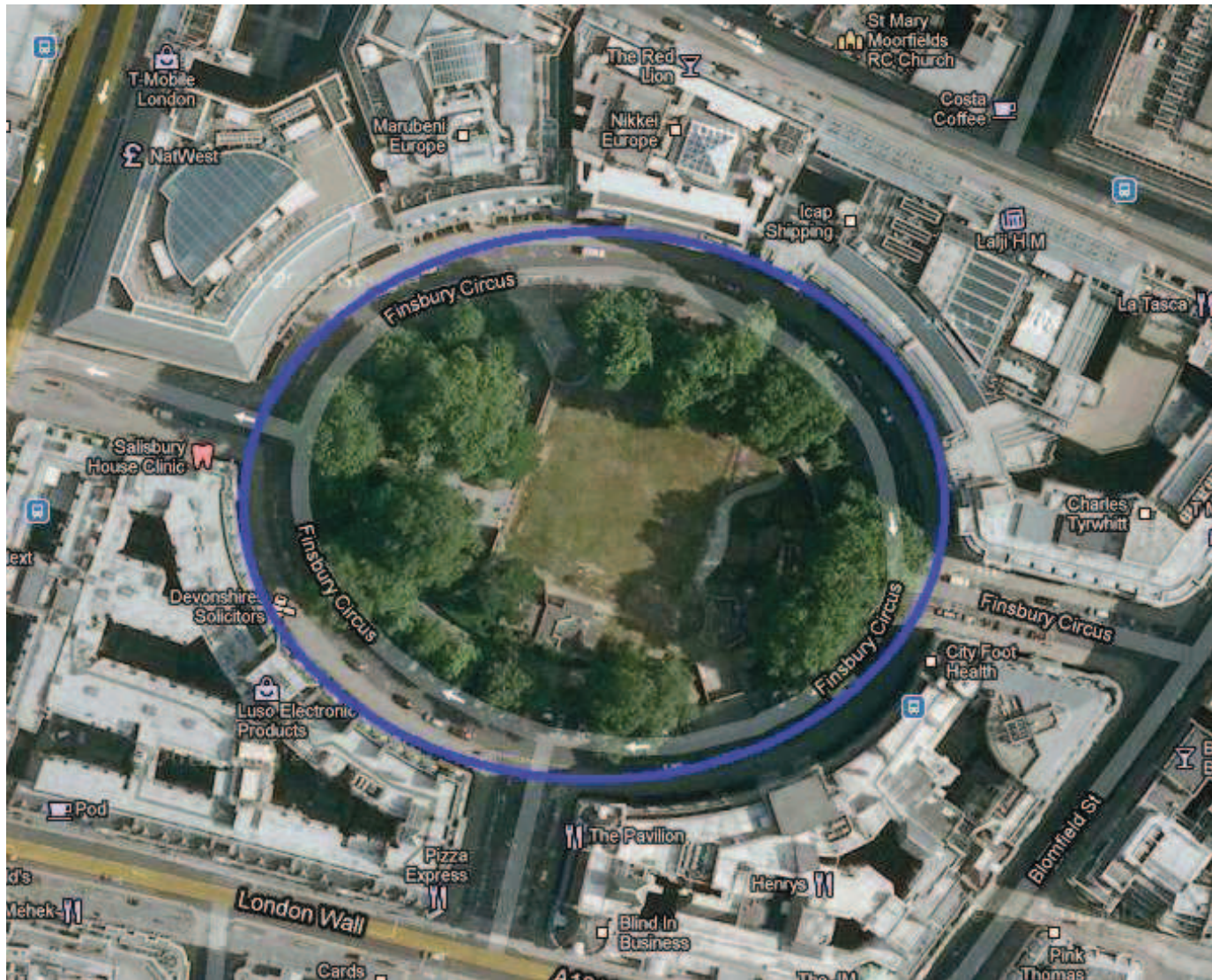
Tree Data - Taken from ArboTrack (July, 2011)

Vegetation ID	Type	Age	Condition	Full Species	TPO Reference	Committee
NE-00001	Broadleaf	Mature	Good	hispanica Platanus	required	CoL standard
NE-00002	Broadleaf	Semi Mature	Poor	robur Quercus Fastigiata		CoL Standard
NE-00003	Broadleaf	Semi Mature	Good	platyphyllos Tilia		CoL Standard
NE-00004	Broadleaf	Mature	Good	hispanica Platanus	required	CoL Standard
NE-00005	Broadleaf	Mature	Good	hispanica Platanus	required	CoL Standard
NE-00006	Broadleaf	Established	Good	orientalis Platanus		CoL Standard
NE-00008	Broadleaf	Established	Good	hispanica Platanus		CoL Standard
NE-00009	Broadleaf	Mature	Good	hispanica Platanus	required	CoL standard
NE-00010	Broadleaf	Mature	Good	hispanica Platanus	required	CoL Standard
NE-00011	Broadleaf	Semi Mature	Fair	aquifolium Ilex		CoL Standard
NE-00012	Broadleaf	Established	Fair	microphylla Azara		CoL Standard
NE-00013	Broadleaf	Mature	Fair	hispanica Platanus	required	CoL standard
NE-00015	Broadleaf	Established	Fair	europa Tilia		CoL Standard
NE-00016	Broadleaf	Established	Fair	aquifolium Ilex		CoL Standard
NE-00018	Broadleaf	Semi Mature	Fair	europa Tilia		CoL Standard
NE-00019	Broadleaf	Young	Good	hispanica Platanus		CoL Standard
NE-00022	Broadleaf	Young	Good	Vilmorinii Sorbus		CoL Commemorative
NE-00023	Broadleaf	Semi Mature	Good	tomentosa Tilia		CoL Standard
NE-00024	Broadleaf	Semi Mature	Fair	europa Tilia		CoL Standard
NE-00025	Broadleaf	Mature	Good	hispanica Platanus	required	CoL Standard
NE-00026	Broadleaf	Semi Mature	Fair			CoL Standard
NE-00027	Broadleaf	Semi Mature	Fair	persica Parrotia		CoL Standard
NE-00029	Broadleaf	Mature	Good	hispanica Platanus	required	CoL Standard
NE-00033	Broadleaf	Mature	Good	hispanica Platanus	required	CoL Standard
NE-00034	Broadleaf	Established	Fair	microphylla Azara		CoL Standard
NE-00035	Broadleaf	Established	Fair	aquifolium Ilex		CoL Standard
NE-00036	Broadleaf	Established	Fair	aquifolium Ilex		CoL Standard
NE-00037	Broadleaf	Established	Fair	aquifolium Ilex		CoL Standard
NE-00038	Broadleaf	Established	Fair	aquifolium Ilex		CoL Standard
NE-00039	Broadleaf	Established	Fair	aquifolium Ilex		CoL Standard
NE-00040	Broadleaf	Mature	Fair	hispanica Platanus	required	CoL Standard
NE-00041	Broadleaf	Established	Fair	ceracifera Prunus		CoL Standard
NE-00042	Broadleaf	Established	Fair	orientalis Platanus		CoL Standard
NE-00043	Broadleaf	Mature	Good	japonica Sophora	required	CoL Standard
NE-00044	Broadleaf	Mature	Good	europa Tilia		CoL Standard
NE-00046	Broadleaf	Established	Fair	aquifolium Ilex Variegata		CoL Standard

NE-00047	Broadleaf	Semi Mature	Good	orientalis Platanus	CoL Standard
NE-00048	Broadleaf	Semi Mature	Fair	kobus Magnolia	CoL Standard
NE-00049	Broadleaf	Mature	Good	platyphyllos Tilia	CoL Standard
NE-00050	Broadleaf	Mature	Fair	sp. Malus	CoL Standard
NE-00051	Broadleaf	Semi Mature	Fair	tulipifera Liriodendron	CoL Commemorative
NE-00461	Conifers	Semi Mature	Poor	lawsoniana Chamaecyparis	CoL Standard
NE-00462	Broadleaf	Semi Mature	Poor	palmatum Acer	CoL Standard
NE-00463	Broadleaf	Semi Mature	Fair	sp. Malus	CoL Standard



Aerial photograph showing the location of Finsbury Circus



C29: Roman Wall / Noble Street

Site Management Plan

Historical background

This garden comprises part of the South-West corner of a Roman fort dating from AD100, plus a section of Roman Wall alongside Noble Street. The remains of a brick building along the Western side are the result of bombing in World War II. A new staircase from Noble Street (incorporating an equipment store) and access steps into the lower levels have recently been designed and installed. The site is accessed via the Worshipful Company of Plasterers and as such cannot be reached by the general public. The site has become important ecologically due to its ivy-clad historic walls, wildflowers and other habitat provided by the soft landscape here, which supports a diverse range of wildlife.

Legislation, designations and restrictions

- Site of historical interest / Not accessible to the public
- City of London Corporation responsible for the planting and its maintenance.
- Designated as a Site of Importance to Nature Conservation
SINC Code: CiL06 **SINC Grade:** Local
Reason for designation: BAP Habitat – Park/urban green space, wildflower meadow

Site Management

Opening hours	Access to the sunken garden is only via the Worshipful Company of Plasterers.
Depot	This garden is maintained by the Worshipful Company of Plasterers
Staff	



Site Features	
Size	Total Area: 2.2 hectares (22000 m ²) 645.55m ² Shrubs/Herbaceous material (48%) 60.25m ² Annual bedding (4.5%) 470.04m ² Lawn (34.98%)
Signage	Two signs on the railings overlooking the garden provide interpretation of the history of the site.
Benches	No benches as not publically accessible
Biodiversity features	The garden is carefully managed to promote biodiversity and provide a variety of habitat for birds, invertebrates and other wildlife. This includes areas of ivy on the brickwork and a wildflower meadow.

Ecological Importance of the Garden

The Roman Wall / Noble Street Garden comprise part of the south-West corner of a Roman fort, plus a section of Roman Wall alongside Noble Street. This site falls in an area classified by the GLA as an 'Area of Deficiency' where local people do not have sufficient access to nature. This site represents an important ecological resource which is used by the City of London Corporation to provide habitat for nature conservation in an otherwise highly urban environment. Through careful management, the historic nature of various elements of the site such as the Roman wall, together with its seclusion from public footfall in the sunken area of the garden enable a unique opportunity in the City to create a relatively undisturbed yet managed area for a diverse range of flora and fauna.

The Roman Wall has been colonised by wild plants including Oxford ragwort, Eastern rocket, thale cress, wavy bittercress, and pellitory-of-the-wall. Hart's tongue and male fern grow out of a North-facing wall. At the foot of the walls, below street level lies an area of damp grassland. This contains wildflowers typical of less intensively managed lawns such as daisy, creeping buttercup, thyme-leaved speedwell, creeping cinquefoil, and selfheal, plus species typical of bare soil such as scarlet pimpernel and scentless mayweed. Tall herbs are also becoming established, such as rosebay willowherb, Guernsey fleabane, bittersweet, spear thistle and mugwort. In some places the vegetation is succeeding to bramble and buddleia scrub. Some of the brickwork along the western side is thickly clad in ivy, offering cover for birds. Blackbirds are regularly seen, and holly blue butterflies breed on the ivy. A wildlife volunteer has been surveying the invertebrate species within the garden at regular intervals, and has found the following species: Rosy woodlouse, Common centipede and the Grey Field Slug. The garden is also surveyed as part of the RSPB annual Big Garden Bird Watch by local volunteers, who have spotted a range of bird species in the garden including Blackbird, Blue Tit, Carrion Crow, Dunnock, Great Tit, Greenfinch, House Sparrow and Robins.

To ensure the ecological importance is maintained in the garden, a carefully thought out method of managing the garden has been required. An alternative mowing regime has been used in some sections of the garden to enable the successful growth of the wildflowers. All non-woody plants are removed from the masonry by careful hand weeding when soil conditions are moist. In the longer term a regime of careful hand weeding and approved herbicide use is proposed. Ivy is grown in certain areas of the brick wall, providing nesting cover for birds and habitat for invertebrates. A suitable wildflower mix has also been hydro seeded into the remains of Noble Wall. There is also a significant covering of moss and liverworts near the culvert in the garden which are to be maintained.

The garden also provides an important green link in the local green wildlife corridors through this otherwise highly urban area.

Site Action Plan

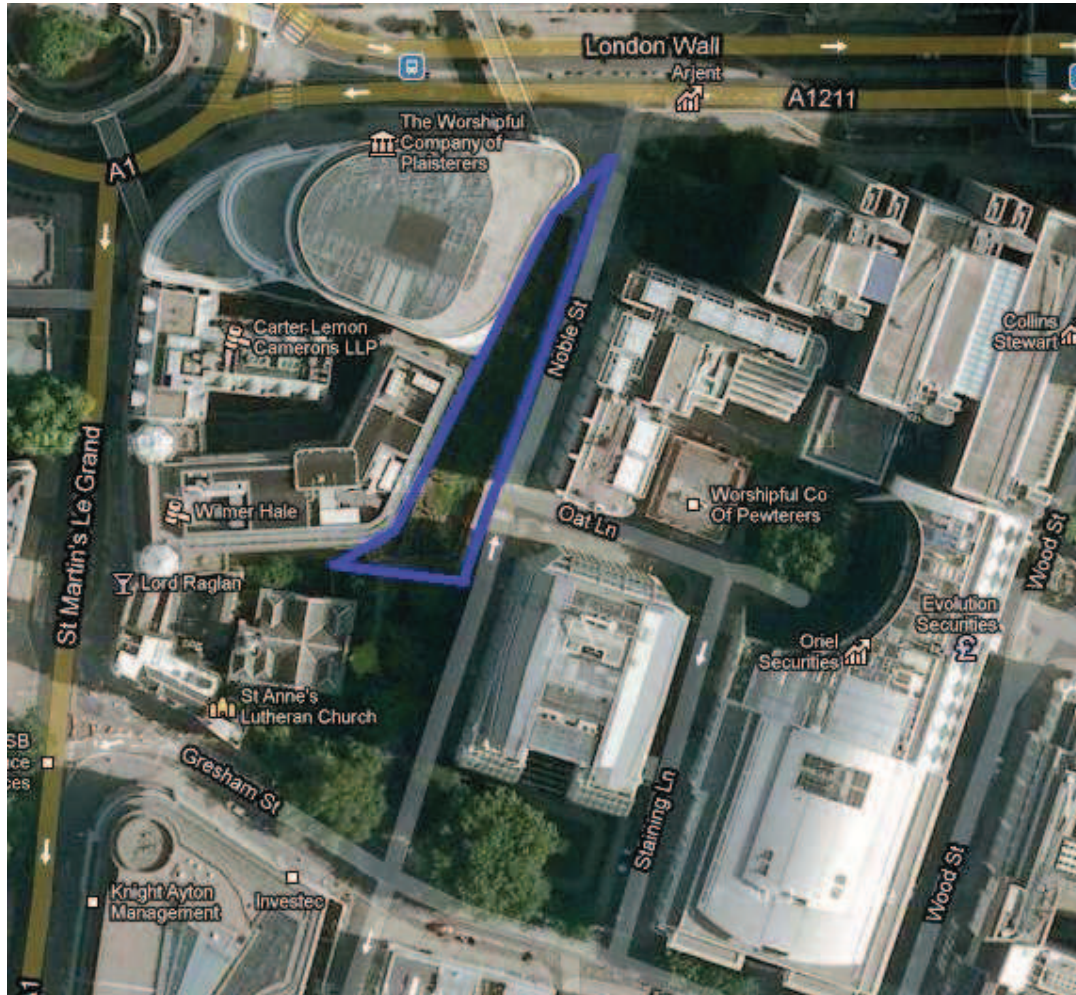
D101 – Roman Wall / Noble Street

Abbreviations: BAP Biodiversity Action Plan 2010-2015
 OSS City of London Open Space Strategy 2008
 MPO Management Plan Objective 2010-2015

Target D101 - 1 Improve the condition of the habitat for wildlife within Noble Street Garden				
Action No	Action	Management Plan Objective	Links to other docs	Date
D101 1.1	Improve habitat condition – continue hand weeding and careful herbicide use to manage woody plants damaging structure whilst enabling diverse species to grow where possible	MPO5		Annual
D101 1.2	Audit and monitor biodiversity - Commission moth/butterfly/insect survey on site – subject to funding	MPO6	BAP GCS1.5	2012 / 2013

Target D101 - 2 Community education and interpretation				
Action No	Action	Management Plan Objective	Links to other docs	Date
D101 2.1	Include Noble Street Garden in City Gardens Wildlife Walks leaflet	MPO8	BAP GSC2.3	2011 (Achieved)
D101 2.2	Update interpretation material about priority species and habitats within the garden as required	MPO8	BAP GSC2.2	On-going

Aerial photograph showing the location of the Roman Wall / Noble Street:



C42/A22: Pepys Garden, Seething Lane and St Olave's, Hart Street

Site Management Plan

Historical background

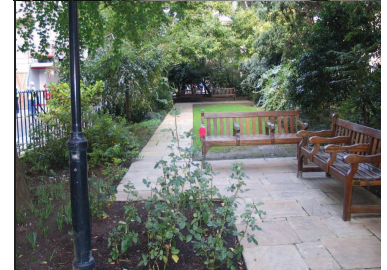
These gardens have strong historic associations with the diarist Samuel Pepys, who is buried at St. Olave's Churchyard. St. Olave's Churchyard is also associated with the Great Plague of 1665, as the three skulls standing over the 17th Century gateway remind. Seething Lane Gardens are owned by Willis Faber Plc. but loaned to the City of London under an agreement of the "Annual Quit Rent Ceremony". This agreement means The Company of Watermen and Lightermen can carry out the Knollys Rose Ceremony every June, for which they pick roses from the garden to take to Mansion House every year. There is a bust opposite the gate with the inscription "Samuel Pepys Diarist 1633-1703 erected by Samuel Pepys Club and public subscription 1983".

Legislation, designations and restrictions

- Designated as a Public Open Space, under the agreement from the Open Spaces Act 1906.
- City of London Corporation responsible for the planting and its maintenance.
- This garden is owned by Willis Faber Plc. but loaned to City of London to maintain under an agreement of the Annual Quit Rent Ceremony. Under this agreement the roses by the entrance to the garden must be provided for use in the Knollys Rose Ceremony each June.
- Designated as a Site of Importance to Nature Conservation
SINC Code: CiL01 **SINC Grade:** Local
Reason for designation: BAP Habitat – Churchyard & Cemetery; Park/Urban green space

Site Management

Opening hours	Open 7 days a week throughout the year from 8am to 7pm or dusk, whichever is the earlier.
Depot	St. Dunstan in the East sub-depot.
Staff	600 gardener hours per annum



Site Features	
Size	<p>Total Area (Seething Lane): 852.78 m² 541.23m² shrubs/herbaceous material (63%) 60.25m² annual bedding (4.5%) 470.04m² lawn (34.98%)</p> <p>Total Area (St Olave's): 331.30m² 177.65m² shrubs/herbaceous material (54%) 0.66m² annual bedding (0.2%) 48.12m² lawn (15%)</p>
Signage	<p>St Olave's: No City of London sign, only that of the church. Seething Lane: No City of London sign. One plaque to Samuel Pepys in the planting bed to the North of the garden.</p>
Benches	<p>St Olave's: 2 benches Seething Lane: 6 benches throughout the garden</p>
Fountain & planters	<p>St Olave's: 1 small wooden planter Seething Lane: No planters/fountain</p>
Biodiversity features	There are currently two bird nest boxes in Seething Lane garden.

Ecological Importance of the Garden

The gardens of Seething Lane and St Olave's are publically accessible Open Spaces which provide an important green corridor link in an otherwise very urban area.

The gardens include wide borders that contain mature trees and shrubs. Of the 40 trees that are present in the gardens, 20 are classified as mature. These include a False Acacia (*Robinia pseudacacia*), a Maidenhair tree (*Ginkgo Biloba*), and two mulberries (*Morus nigra*). Within Seething Lane's shrub borders there are a variety of traditional shrubs such as beech (*Fagus sylvatica*), which support a variety of bird life. Species recorded include Coal Tits, Blue Tits, Great Tits, Blackbirds and Wood Pigeons. A wildlife volunteer regularly surveys the gardens for invertebrates, and has so far found earthworms, 2 Spotted Ladybird larvae, green aphid, common black garden ant, springtails and white worms in the garden. There are herbaceous plants along the edge of the shrubbery and a lawn area. The liverwort *Lunularia plymorpha* can be found growing in shady corners of the garden.

St Olave's Churchyard garden contains fewer trees but has small pockets of shrubs and herbaceous plants. There is a single mature hawthorn (*Crataegus monogyna*) and a variegated small-leaved azara (*Azara microphylla*). The shrubs include large firethorn (*Pyracantha coccinea*) and magnolia (*Magnolia x soulangiana*), plus hydrangea (*Hydrangea macrophylla*), forsythia (*Forsythia suspensa*) and box (*Buxus sempervirens*). Mosses and liverworts grow on the tombstones, and ferns grow on the West wall of the garden. This site falls in an area classified by the GLA as an 'Area of Deficiency' where local people do not have sufficient access to nature. This site represents an important ecological resource which is used by the City of London Corporation to educate local residents about the importance of nature conservation. Garden birds are surveyed annually by volunteers in conjunction with the RSPB in addition to the wildlife survey volunteer who investigates the invertebrate population of the garden. Two bird boxes have also been added to the garden.

Site Action Plan		Abbreviations: BAP Biodiversity Action Plan 2010-2015 OSS City of London Open Space Strategy 2008 MPO Management Plan Objective 2010-2015		
A22 / C42 – Seething Lane and St Olave’s Garden				
Target A22 / C42 -1	Improve the condition of the habitat for wildlife within Seething Lane and St Olave’s Garden			
Action No	Action	Management Plan Objective	Links to other docs	Date
A22 / C42 1.1	Improve habitat condition – Following re-installation of the garden, construct additional log pile/dead wood at the rear of planting borders to provide habitats for insects.	MPO6	BAP GCS1.1	2013 / 2014
A22 / C42 1.2	Improve habitat - investigate potential for bird bath on site following redesign	MPO6		2012 / 2013
A22 / C42 1.3	Improve habitat condition – Ensure that 30% of the total surface area of the gardens remain shrub cover following the re-establishment of the garden improvement works.	MPO6	BAP GCS1.1	2013 / 2014
A22 / C42 1.4	Improve habitat condition – Where possible, restrict use of herbicide use on West wall of St. Olave’s garden and tombstones to encourage growth of rare moss and liverwort species.	MPO6	BAP GCS1.1	On-going
A22 / C42 1.5	Improve habitat condition - Annually mulch shrub beds.	MPO5		Annual
A22 / C42 1.6	Improve habitat condition - Include single flowering and nectar rich bedding in any bedding displays.	MPO6	BAP GCS1.5	On-going
A22 / C42 1.7	Audit and monitor biodiversity – include Seething Lane in the RSPB’s annual ‘Big Garden Bird Watch’ with volunteers	MPO6 & 7	BAP GCS1.5	Annual
A22 / C42 1.8	Audit and monitor biodiversity- Include Seething Lane and St Olave’s in any bat surveys and on-going volunteer wildlife surveys of City Gardens.	MPO6	BAP GCS1.5	On-going
A22 / C42 1.9	Audit and monitor biodiversity - Commission moth/butterfly/insect survey on site – subject to funding.	MPO6	BAP GCS1.5	2013 / 2014
A22 / C42 1.10	All trees to be surveyed every 5 years, mature trees every year.	MPO 4		On-going

Target A22 / C42 -2 / Community education and interpretation				
Action No	Action	Management Plan Objective	Links to other docs	Date
A22 / C42 2.1	Include Seething Lane Garden in City Gardens Wildlife Walks leaflet	MPO8	BAP GSC2.3	2011 (Achieved)
A22 / C42 2.2	Include Seething Lane and St. Olave's Garden in any new wider City Gardens interpretation material	MPO8	BAP GSC2.2	On-going
A22 / C42 2.3	1 community/education event to take place at Seething Lane and St Olave's each year	MPO7		Annual

Tree Data - Taken from Arbortrack (July 2011)

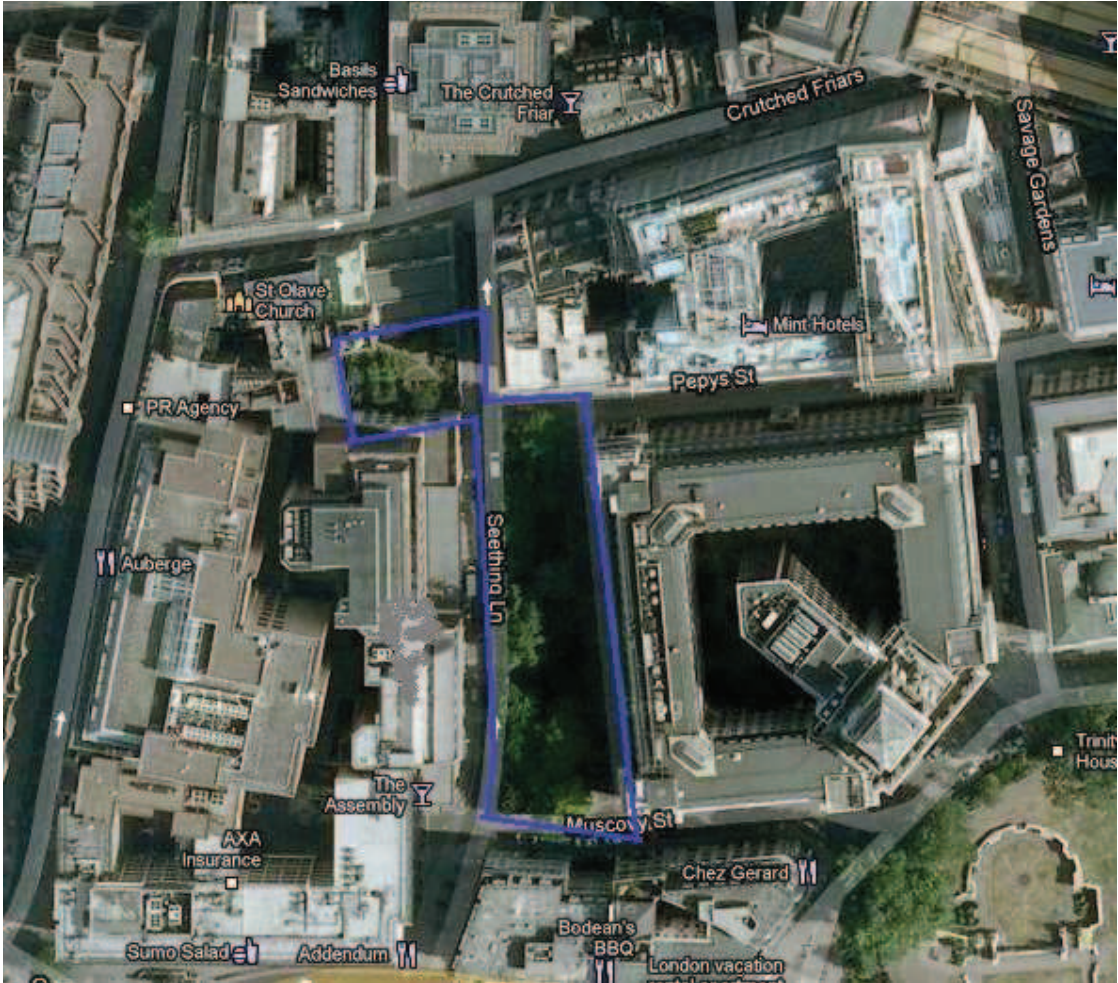
Vegetation ID	Type	Age	Condition	Full Species	TPO Reference	Committee
SE-00288	Broadleaf	Mature	Felled	sp. Tilia		CoL Standard
SE-00289	Broadleaf	Semi Mature	Felled	Other Broadleaf Broadleaf		CoL Standard
SE-00290	Broadleaf	Semi Mature	Felled	Other Broadleaf		CoL Standard
SE-00291	Broadleaf	Semi Mature	Felled	sp. Betula		CoL Standard
SE-00292	Broadleaf	Semi Mature	Felled	sp. Betula		CoL Standard
SE-00293	Broadleaf	Semi Mature	Good	microphylla Azara		CoL Standard
SE-00294	Broadleaf	Semi Mature	Fair	kobus Magnolia		CoL Standard
SE-00295	Broadleaf	Semi Mature	Fair	kobus Magnolia		CoL Standard
SE-00296	Broadleaf	Semi Mature	Poor	monogyna Crataegus		CoL Standard
SE-00297	Broadleaf	Semi Mature	Fair	microphylla Azara		CoL Standard
SE-00298	Broadleaf	Mature	Good	pseudoacacia Robinia		CoL Standard
SE-00300	Broadleaf	Established	Good	pseudoacacia Robinia		CoL Standard
SE-00301	Broadleaf	Mature	Good	unedo Arbutus		CoL Standard
SE-00302	Broadleaf	Mature	Good	kobus Magnolia		CoL Standard
SE-00303	Broadleaf	Mature	Good	kobus Magnolia		CoL Standard
SE-00304	Broadleaf	Mature	Good	kobus Magnolia		CoL Standard
SE-00305	Broadleaf	Mature	Good	unedo Arbutus		CoL Standard
SE-00306	Broadleaf	Semi Mature	Good	x carrierei Crataegus		CoL Standard
SE-00307	Broadleaf	Semi Mature	Good	umineko Prunus		CoL Standard
SE-00308	Broadleaf	Mature	Good	frigidus Cotoneaster		CoL Standard
SE-00309	Conifers	Mature	Good	biloba Ginkgo		CoL Standard
SE-00310	Conifers	Mature	Good	biloba Ginkgo		CoL Standard
SE-00311	Conifers	Mature	Good	biloba Ginkgo		CoL Standard
SE-00312	Conifers	Mature	Good	biloba Ginkgo		CoL Standard
SE-00313	Broadleaf	Established	Good	subhirtella Prunus		CoL Standard
SE-00314	Broadleaf	Mature	Good	kobus Magnolia		CoL Standard
SE-00315	Broadleaf	Mature	Good	x soulangiana Magnolia		CoL Standard
SE-00316	Broadleaf	Mature	Good	alba Morus		CoL Standard
SE-00317	Broadleaf	Semi Mature	Good	platanoides Acer		CoL Standard
SE-00318	Broadleaf	Semi Mature	Good	tricanthos Gleditsia sunburst		CoL Commemorative
SE-00319	Broadleaf	Mature	Good	pseudoacacia Robinia Frisia		CoL Commemorative
SE-00320	Broadleaf	Mature	Good	pseudoacacia Robinia		CoL Standard
SE-00321	Broadleaf	Mature	Good	tricanthos Gleditsia sunburst		CoL Commemorative
SE-00322	Broadleaf	Semi Mature	Good	platanoides Acer		CoL Standard
SE-00323	Broadleaf	Mature	Good	nigra Morus		CoL Standard
SE-00324	Broadleaf	Mature	Good	nigra Morus		CoL Standard

SE-00325	Broadleaf	Semi Mature	Good	paniculata Koelreuteria	CoL Commemorative
SE-00326	Broadleaf	Semi Mature	Good	Other Broadleaf Broadleaf	CoL Commemorative
SE-00555	Broadleaf	Young	Fair	pseudoacacia Robinia	CoL Standard

Tree Data: Arbortrack printout (from CoL Tree Database July 2011)



Aerial photograph – Location of Seething Lane and St Olave's



B9: St. Dunstan's in the East

Site Management Plan



Historical background

The Church of St. Dunstan's in the East is a Grade I listed building, originally built in the 12th Century. A Gothic steeple was added by Sir Christopher Wren in 1698 following the Great Fire of 1666. The remainder of the church was rebuilt in 1817 but subsequently damaged by bombs in 1941. The Wren Tower and outside walls are all that now remain. The garden was created by the City of London and opened by the Rt. Hon The Lord Mayor Sir Peter Studd on 21st June 1971.

Legislation, designations and restrictions

- Church ruins 4th August 1967 (53-33)
- Site acquired by the City in 1967 from the Church authorities
- Managed under the Open Spaces Act 1906 12th April 1971 (63-25).
- Land leased back to Church Authorities until 2031 (63-25).
- City of London Corporation responsible for the planting and maintenance of the garden, keeping paved areas clean and opening and closing gates.

Site Management

Opening hours	Open 7 days a week throughout the year from 8am to 7pm or dusk, whichever is the earlier.
Depot	St Dunstan's in the East Depot, St Dunstan's Lane, London, EC3R 8DX
Staff	813 gardener hours per annum

Site Features	
Size	Total Area: 0.1 hectares (1064.66 m ²) <ul style="list-style-type: none"> ▪ 374.94 m² shrubs/herbaceous material (35%) ▪ 20.83 m² annual bedding (2%) ▪ 295.66 m² lawn (28%)
Signage	D3 sign at the Idol Street entrance. Other signage is used throughout the garden both internally and externally. This includes a large A2 size noticeboard for City Gardens interpretation materials to the West side of the internal seated area. This is updated with the latest 'What's New' newsletter and other information of interest.
Benches	Several CoL benches around the central fountain and throughout the garden, including a commemorative bench to Geoffrey Rowley.
Fountain & planters	6 x lead planters 910 x 910 x 860mm 1 x fountain in central seating area
Bird Boxes	3 bird boxes. Bird feeders (seed and fat based products) are also positioned throughout the garden

Ecological Importance of the Garden

A complex of three interlinked levels within the ruined Church walls, linked via the old Church entrances, gate openings and archways. The garden is surrounded by metal railings and the church ruins/buildings. The garden is on several levels and is accessed via 3 gated entrances. The main entrance is on St Dunstan's Hill. The roof of the church was destroyed during World War II, but the walls remain standing and are now covered with climbing plants such as *Jasimum officinale*, *Lonicera*, *trachelospermum jasminoides*, *Vitis coignetiae* and *Wisteria sinensis*. These provide an excellent example of a natural green wall.

The garden contains 9 mature trees and several shrub beds. All trees in the garden are subject to regular surveying (every 5 years) by an arboriculturalist – those deemed as mature are surveyed every year to monitor their health and condition. The mature shrub borders are planted with a variety of shrubs and perennials that are native and/or beneficial to wildlife e.g. *Berberis*, *Carpinus betulus*, *Ilex aquifolium variegata*, *Mahonia*, *Sarcococca*, *Viburnum* and *Garrya elliptica*. Bedding plants are used in the lead planters to provide seasonal colour and interest to visitors. Single flowering species are used.

This site falls in an area classified by the GLA as an 'Area of Deficiency' where local people do not have sufficient access to nature. This site represents an important ecological resource which is used by the City of London Corporation to educate local children and residents about the importance of nature conservation. Bird boxes and feeders have been added to the site with the help of the Lord Mayor's Scout group, who also assisted with the planting of 1000 daffodils throughout the garden. An 'Insect Hotel' providing habitat for invertebrates was added to the garden in 2010 as part of the 'Beyond the Hive' competition to design and build ecologically sustainable solutions for invertebrate habitat in an urban location.

Bird species seen in the garden include Blue tits, Blackbirds, Robins, Great Tits, Green Finches, Wrens and Starlings. The garden has been regularly surveyed for invertebrate species by an experienced wildlife survey volunteer, who has so far found green shield bug, common earwig, common earthworm, common centipedes, greenfly, netted slugs, crab spider, orb weavers, frosted orange moth, rosy woodlice, springtails, red/brown ants, harlequin ladybird larvae, magpies, wood pigeons and ground beetles in the garden.

Site Action Plan

B9 - St. Dunstan's in the East

Abbreviations: BAP Biodiversity Action Plan 2010-2015
 OSS City of London Open Space Strategy 2008
 MPO Management Plan Objective 2010-2015

Target B9 -1		Improve the condition of the habitat for wildlife within St. Dunstan's in the East		
Action No	Action	Management Plan Objective	Links to other docs	Date
B9 1.1	Improve habitat condition - Shrub cover to be maintained to ensure that it continues to make up 30% of the total surface area of the garden	MPO6	BAP GCS1.1	Annual
B9 1.2	Improve habitat condition - Increase the amount of native shrub cover in the garden and replace and replenish 10% of over-matures shrub stock.	MPO6	BAP GCS1.1	2012 / 2013
B9 1.3	Improve habitat condition - Annually mulch shrub beds	MPO5		Annual
B9 1.4	Improve habitat condition - Include single flowering and nectar rich bedding in the annual bedding display	MPO6	BAP GCS1.5	Annual
B9 1.5	Improve habitat condition – add log piles to appropriate position in shrub bed with help of volunteers	MPO6	BAP GCS1.1	2012
B9 1.6	Audit and monitor biodiversity – include site in RSPB's annual 'Big garden bird watch' with volunteers	MPO6 & 7	BAP GCS1.5	Annual
B9 1.7	Audit and monitor biodiversity- include site in the bat survey	MPO6	BAP GCS1.5	2012 / 2013
B9 1.8	Audit and monitor biodiversity - Commission moth/butterfly/insect survey on site when funding is secured and continue invertebrate surveying with volunteer/s	MPO6	BAP GCS1.5	2012
B9 1.9	Monitor Tree condition - All trees surveyed every 5 years, mature trees every year	MPO4	Tree Survey	Annual
B9 1.10	Achieve SLINC status for Site.	MPO6	BAP GCS1.3 OSS 5 (P49)	2012 / 2013

Target C34-2	Community Education and interpretation			
Action No	Action	Management Plan Objective	Links to other docs	Date
B9 2.1	Include St. Dunstan's in the East in the Wildlife Walks leaflet.	MPO8	BAP GSC2.3	2011 (Achieved)
B9 2.2	Erect interpretation material about priority species and habitats within the garden.	MPO8	BAP GSC2.2	1 article /poster per year
B9 2.3	1 community/education event to take place at site each year.	MPO7		Annual

Tree Data (taken from CoL ArboTrack database July 2011)

Vegetation ID	Type	Age	Condition	Trunk	Full Species	TPO Reference	Committee
SE-00265	Broadleaf	Mature	Good	Single	sylvatica Fagus		CoL Standard
SE-00266	Broadleaf	Semi Mature	Fair	Single	sylvatica Fagus Dawyck Gold		CoL Standard
SE-00267	Broadleaf	Mature	Good	Multi	palmatum Acer		CoL Standard
SE-00268	Broadleaf	Mature	Good	Twin	betulus Carpinus		CoL Standard
SE-00269	Broadleaf	Semi Mature	Good	Single	microphylla Azara		CoL Standard
SE-00270	Broadleaf	Semi Mature	Felled	Single	styraciflua Liquidambar		CoL Standard
SE-00271	Broadleaf	Mature	Good	Multi	robur Quercus Fastigiata		CoL Standard
SE-00272	Broadleaf	Mature	Good	Multi	robur Quercus Fastigiata		CoL Standard
SE-00273	Broadleaf	Semi Mature	Good	Twin	Amanagawa Prunus		CoL Commemorative
SE-00274	Broadleaf	Semi Mature	Good	Group	microphylla Azara		CoL Standard
SE-00275	Broadleaf	Semi Mature	Good	Multi	microphylla Azara		CoL Standard
SE-00276	Broadleaf	Semi Mature	Fair	Single	microphylla Azara		CoL Commemorative
SE-00277	Broadleaf	Semi Mature	Good	Single	microphylla Azara		CoL Standard
SE-00278	Broadleaf	Mature	Good	Single	sylvatica Fagus		CoL Standard
SE-00279	Broadleaf	Mature	Good	Single	sylvatica Fagus Purpurea		CoL Standard
SE-00280	Broadleaf	Mature	Good	Single	ilex Quercus		CoL Standard
SE-00281	Broadleaf	Semi Mature	Fair	Twin	carica Ficus		CoL commemorative
SE-00282	Broadleaf	Semi Mature	Good	Twin	kobus Magnolia		CoL Commemorative
SE-00283	Broadleaf	Semi Mature	Fair	Single	x soulangiana Magnolia		CoL Standard
SE-00284	Broadleaf	Established	Good	Twin	microphylla Azara		CoL Standard
SE-00285	Conifers	Established	Good	Single	gylptostroboides Metasequoia		CoL Standard
SE-00554	Broadleaf	Mature	Good	Group	sp. Magnolia		CoL Standard
SE-00557	Broadleaf	Young	Good	Single	styraciflua Liquidambar		CoL standard

Arbortrack printout of trees within St. Dunstan's in the East (July 2011)



Aerial photo & map



C34: Postman's Park

Site Management Plan

Historical background

Postman's Park first opened in 1880. It is an amalgamation of the churchyards of St Leonard's (Foster Lane), St Botolph's without Aldersgate and Christchurch Greyfriars (Newgate Street). Additional land bordering Little Britain was added in 1883. The garden's name is thought to come from the garden historically having been a popular location for postal workers to take their breaks from the local Post Office HQ which was located on King Edward Street.

In 1871, the Victorian sculptor and philanthropist Mr G.F. Watts conceived the idea of a national memorial to heroic men and women. This was realised in 1900 with the creation of the Watts Memorial Cloister.

A Church has stood here since the time of Edward the Confessor, the present Church of St Botolph's being the third and dating from 1754. In 1950 it became a Guild Church.

Legislation, designations and restrictions

- Maintenance Agreement made under the Open Spaces Act 1906: 2nd Nov 1961 (34-59)
- Majority of the space owned by the Vicar and Churchwardens of St Botolph's without Aldersgate
- Watts Memorial Cloister and Memorial Tablets maintained by Vicar and Churchwardens of St Botolph's without Aldersgate (in conjunction with Watts Gallery).
- There are a total of 15 TPO protected trees in this garden.
- City of London Corporation responsible for the planting and its maintenance.
- The garden sits within Conservation Area 8 – Smithfield.
- This part of the City is classed as an area of deficiency (GLA 1986) – where people have little or no access to nature.

Site Management

Opening hours	Open 7 days a week throughout the year from 8am to 7pm or dusk, whichever is the earlier.
Depot	City Gardens Depot, 10 Castle Baynard Street, London EC4V 4EA
Staff	1204 gardener hours per annum



Site Features	
Size	Total Area: 0.25 hectares (2514.45m ²) 826.01m ² Shrubs/Herbaceous material (33%) 182.14m ² Annual bedding (7%) 583.55m ² Lawn (23%)
Signage	D3 CoL sign on the east side entry. Attached to the Church wall is an A2 noticeboard for City Gardens interpretation materials. There are several plaques within the garden relating to the historical elements of the Park. Interpretation plaque added to the Watts Memorial along with new commemorative plaque in 2009.
Benches	A number of CoL benches throughout the garden.
Fountain & planters	3 lead planters (910 x 910 x 860mm) situated next to the church. Ornamental fountain with surrounding pond, ornamental fish and small marginal border.
Biodiversity features	Various bird boxes and feeders (seed & fat based products) and one bird bath positioned throughout the garden. There are two large log-piles in the garden, created February 2011 with the Lyceum school.

Ecological Importance of the Garden

Postman's Park is a mature City Garden which has been open to the public since 1880. At 0.25 hectares it is one of the larger Open Spaces in the City and provides an important resource in which residents, workers and visitors can interact with nature. The garden contains mounded banks of well-kept lawns, with mature borders around the perimeter. Annual bedding is also present, providing seasonal colour and interest to visitors and users of the garden.

The 31 trees in the garden give it its unique character. 15 of these have Tree Preservation Orders and 13 are classified as mature specimens (there are only 300 mature specimen trees owned by the City of London in the Square Mile and therefore these are highly important). The mature trees and shrub cover provide habitat for small garden birds. Bird nesting boxes, feeders and a bird bath have also been added to the garden to complement this. Bird species recorded include Blackbirds, Blue tits, Dunnocks, Greenfinches and Coal Tits. A pair of blue tits also nested in the garden in Spring 2009. Small white butterflies (*Pieris rapae*) have also been seen in the garden.

The site falls in an area classified by the GLA as an 'Area of Deficiency' where local people do not have sufficient access to nature. The site represents an important ecological resource which is used by the City of London Corporation to educate local children and residents about the importance of nature conservation. The Lord Mayor's Scout Group have assisted with the planting of native bulbs, erected bird nesting boxes and feeders in the garden. The garden is also featured on the 'Blue Badge' Guides' tour of the City during which they talk to visitors about the historical, horticultural and ecological value of the garden.

Adult volunteers also carry out an annual bird survey in the garden in conjunction with the RSPB. The garden is also regularly surveyed by a wildlife volunteer for other wildlife, so far species found include black fly, common black garden ants, greenfly, money spiders, springtail, common woodlice, robins, green aphid, ground beetles, sheet web spiders and mallards.

Site Action Plan		Abbreviations: BAP Biodiversity Action Plan 2010-2015 OSS City of London Open Space Strategy 2008 MPO Management Plan Objective 2010-2015		
C34 – Postman’s Park				
Target C34 -1 Improve the condition of the habitat for wildlife within Postman’s Park				
Action No	Action	Management Plan Objective	Links to other docs	Date
C34 1.1	Improve habitat condition - Install log pile/dead wood at the rear of flower beds to provide habitats for insects.	MPO6	BAP GCS1.1	2010 (Achieved)
C34 1.2	Improve habitat - investigate potential for bird bath on site.	MPO6		2011 (Achieved)
C34 1.3	Improve habitat condition - Shrub cover to be maintained to ensure that it continues to make up 30% of the total surface area of the garden	MPO6	BAP GCS1.1	On-going
C34 1.4	Improve habitat condition - Increase the amount of native shrub cover in the garden	MPO6	BAP GCS1.1	2013
C34 1.5	Improve habitat condition - Annually mulch shrub beds	MPO5		Annual
C34 1.6	Improve habitat condition - Include single flowering and nectar rich bedding in the annual bedding display	MPO6	BAP GCS1.5	On-going
C34 1.7	Audit and monitor biodiversity – include Postman's park in RSPB's annual 'Big garden bird watch' with volunteers	MPO6 & 7	BAP GCS1.5	Annual
C34 1.8	Audit and monitor biodiversity- Include Postman's park any future bat surveys	MPO6	BAP GCS1.5	On-going
C34 1.9	Audit and monitor biodiversity - Commission moth/butterfly/insect survey on site – subject to funding	MPO6	BAP GCS1.5	2012 / 2013
C34 1.10	TPO trees to be included in the CoL Tree Strategy – All trees surveyed every 5 years, mature trees every year	MPO 4	Tree Survey	On-going
C34 1.11	Achieve SLINC status for Postman's Park	MPO6	BAP GCS1.3 OSS 5 (P49)	2012 / 2013

Target C34-2 Community education and interpretation				
Action No	Action	Management Plan Objective	Links to other docs	Date
C34 2.1	Include Postman’s park in City Gardens Wildlife Walks leaflet	MPO8	BAP GSC2.3	2011 (Achieved)
C34 2.2	Erect interpretation material about priority species and habitats within the garden	MPO8	BAP GSC2.2	1 article /poster per year
C34 2.3	1 community/education event to take place at Postman’s park each year	MPO7		Annual

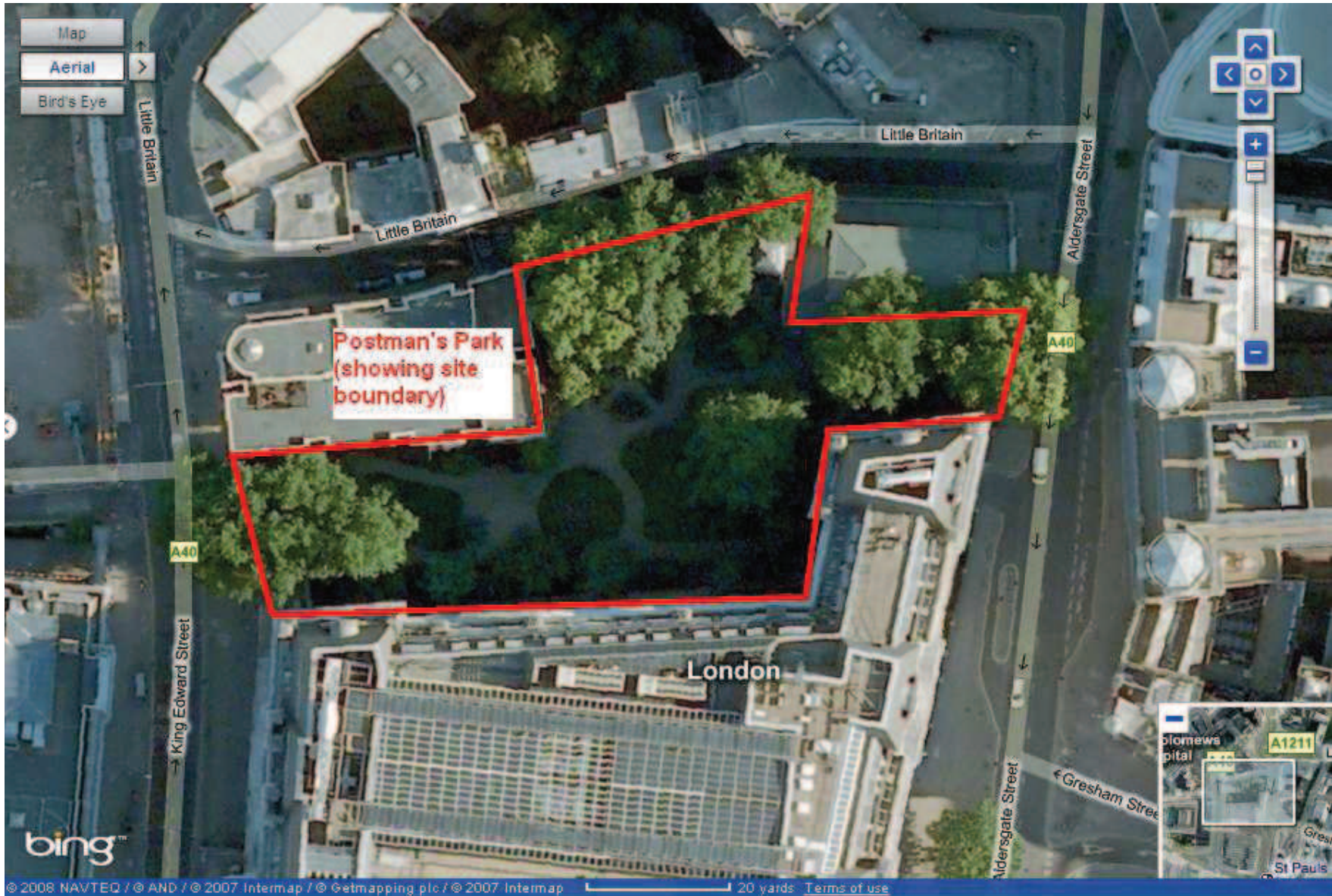
Tree Data from Arbotrack database (July 2011)

Vegetation ID	Age	Condition	Trunk	Full Species	Arbotrack ID	TPO Reference	Committee
NW-00001	Established	Fair	Single	Acer	1		Private
NW-00144	Mature	Good	Single	hispanica Platanus	145	T15	CoL Standard
NW-00145	Mature	Good	Single	hispanica Platanus	146	T14	CoL Standard
NW-00146	Semi Mature	Good	Single	palmatum Acer Purperea	147		CoL Standard
NW-00147	Semi Mature	Good	Single	palmatum Acer Purperea	148		CoL Standard
NW-00148	Semi Mature	Good	Single	Acer	149		CoL Standard
NW-00149	Semi Mature	Felled	Single	pseudoacacia Robinia Frisia	150	T8	CoL Commemorative
NW-00150	Mature	Good	Single	hispanica Platanus	151	T7	CoL Standard
NW-00151	Semi Mature	Felled	Single	intermedia Sorbus	152	T5	CoL Standard
NW-00152	Semi Mature	Fair	Single	sp. Prunus	153	T4	CoL Standard
NW-00153	Semi Mature	Good	Single	aucuparia Sorbus	154		CoL Standard
NW-00154	Semi Mature	Good	Single	involuta Davidia	155		CoL Standard
NW-00155	Semi Mature	Fair	Single	dealbata Acacia	156		CoL Standard
NW-00156	Semi Mature	Good	Single	dealbata Acacia	157		CoL Standard
NW-00157	Semi Mature	Good	Single	dealbata Acacia	158		CoL Standard
NW-00158	Mature	Good	Single	hispanica Platanus	159	T2	CoL Standard
NW-00159	Established	Fair	Single	palmatum Acer Purperea	160		CoL Standard
NW-00160	Semi Mature	Good	Single	caricq Ficus	161		CoL Standard
NW-00161	Mature	Good	Single	hispanica Platanus	162	T1	CoL Standard
NW-00162	Semi Mature	Good	Single	palmatum Acer	163		CoL Standard
NW-00163	Semi Mature	Good	Single	palmatum Acer Purperea	164		CoL Standard
NW-00164	Semi Mature	Good	Single	robur Quercus	165		CoL Commemorative
NW-00165	Established	Good	Single	aria Sorbus	166	T3	CoL Commemorative
NW-00166	Mature	Good	Single	hispanica Platanus	167	T9	CoL Standard
NW-00167	Mature	Good	Single	hippocastanum Aesculus	168	T10	CoL Standard
NW-00168	Mature	Good	Single	hispanica Platanus	169	T11	CoL Standard
NW-00169	Mature	Good	Single	hispanica Platanus	170	T12	CoL Standard
NW-00170	Mature	Good	Single	hispanica Platanus	171	T13	CoL Standard
NW-00171	Established	Good	Single	sibhirtella Prunus Autumnalis	172		CoL Standard
NW-00172	Mature	Good	Group	microphylla Azara	173		CoL Standard
NW-00173	Mature	Good	Single	europea Tilia	174	T6	CoL Standard
NW-00174	Mature	Good	Single	sp. Prunus	175		CoL Standard

Tree Data: ArboTrack Map showing trees on site (July 2011)



Aerial Photograph of Postman's Park



C44: West Smithfield Rotunda Garden

Site Management Plan



Historical background

West Smithfield Garden is a circular garden, central to the West Smithfield Rotunda. In the Middle Ages this was a plain, grassy space just outside the city walls, known as "Smethefeld" or Smoothfield, which from ancient times was used for jousts and tournaments. It was also a place of public execution for over 400 years, where heretics, rebels and criminals were burnt, beheaded or boiled. In 1305 Scottish hero William Wallace was hung, drawn and quartered at this site after being dragged behind a horse.

In subsequent years the site became the reception area for the Smithfield meat market. However, following the removal of the live animal market to Copenhagen Fields, Islington, the Rotunda was laid out in 1872. Today the area is a peaceful, hidden corner of London which is used as a publically accessible garden. The site was re-landscaped in 2011 as part of the Play builder scheme to provide additional play facilities within the City of London whilst also maintaining the site's ecological and horticultural merits and improving the seating and accessibility of the site.

Legislation, designations and restrictions

- Public Open Space.
- City of London Corporation responsible for the planting and its maintenance.
- This garden is opened and closed by the Markets' Constabulary based in the West Smithfield Meat Market.

Site Management

Opening hours	Open 7 days a week throughout the year from 8am to 7pm or dusk, whichever is the earlier.
Depot	City Gardens Depot, 10 Castle Baynard Street, London EC4V 4EA
Staff	908 gardener hours per annum

Site Features	
Size	Total Area: 0.13 hectares (1343.59 m ²) 645.55m ² Shrubs/Herbaceous material (48%) 60.25m ² Annual bedding (4.5%) 470.04m ² Lawn (34.98%)
Signage	D3 CoL sign in good condition following repairs in 2011. Plaque to the side of the bench reading Sculptured stone bench unveiled on 6 December 2006 by The Rt Hon. The Lord Mayor John Boothman Stuttard. Bench designed by Sam Dawkins and Donna Walker and made by the apprentices and masons of CWO Ltd. Sponsored by City of London Corporation, CWO Ltd and Albion Stone Plc".
Benches	16 x CoL standard benches line the central paving and perimeter CEDEC pathway 1 x large stone bench – designed by students who won a design competition in 2006.
Fountain & planters	Fountain of Portland Stone with basins of polished granite in centre of garden, made in 1873 (Grade II listed) with a bronze figure 'Peace' standing on bronze sphere decorated with daffodil flowers. The water fountain is not currently in use.
Biodiversity features	There are currently two log-piles in the garden, a number of bird nesting boxes and a bird bath.

Ecological Importance of the Garden

The circular garden of West Smithfield has been a publically accessible Open Space since 1872. The outer circumference of the garden contains a wide border that contains mature trees and shrubs. Of the 15 trees that are present in the garden, 11 are classified as mature with 8 having been recommended for Tree Preservation Orders due to their significant importance in the City (significance is measured against the British Standard 5837 recommendations). The mature shrub borders support a variety of bird life; species recorded include Blue tits, Great tits, Blackbirds, Robin, Starlings and Wrens. A wildlife volunteer regularly surveys the garden for invertebrates, and has so far found black snake millipedes, springtails, greenfly, green aphid, black fly, stripe-legged spiders, red/brown ants, pill woodlice, common woodlice, and white worms in the garden.

This site falls in an area classified by the GLA as an 'Area of Deficiency' where local people do not have sufficient access to nature. This site represents an important ecological resource which is used by the City of London Corporation to educate local children and residents about the importance of nature conservation. Garden birds are surveyed annually by volunteers in conjunction with the RSPB. Bird boxes and feeders have been added to the garden. In conjunction with local business volunteers the shrub borders have been improved with nectar rich herbaceous perennials around their outer edge and log piles for insects were constructed at the back of the shrub beds. During the Autumn of 2009 residents from the Providence Row Housing Association (that provides accommodation for homeless men and women) assisted with the planting of 750 spring bulbs including Crocus, *Galanthus nivalis*, *Anemone nemorosa*, *Eranthis hyemalis*, *Convallaria majalis* and *Allium ursinum*. The recent planting and hard landscape improvements to the site as part of the Play builder project in 2011 have enhanced the ecological value of this planting further through conscious selection of plant species for wildlife, including shrub cover for nesting birds. The garden is close to the Barbican Estate where Peregrine Falcons nest annually and is an important green link in the west of the City.

Site Action Plan		Abbreviations: BAP Biodiversity Action Plan 2010-2015 OSS City of London Open Space Strategy 2008 MPO Management Plan Objective 2010-2015		
C44 – West Smithfield Rotunda Garden				
Target C44 -1	Improve the condition of the habitat for wildlife within West Smithfield			
Action No	Action	Management Plan Objective	Links to other docs	Date
C44 1.1	Improve habitat condition - Install additional log pile/dead wood at the rear of perimeter planting border to provide habitats for insects.	MPO6	BAP GCS1.1	2011 (Achieved)
C44 1.2	Improve habitat - investigate potential for bird bath on site	MPO6		2011 (Achieved)
C44 1.3	Improve habitat condition - Shrub cover to be maintained to ensure that it continues to make up 30% of the total surface area of the garden	MPO6	BAP GCS1.1	On-going
C44 1.4	Improve habitat condition - Increase the amount of native shrub cover in the garden in any future improvements	MPO6	BAP GCS1.1	On-going
C44 1.5	Improve habitat condition - Annually mulch shrub beds	MPO5		Annual
C44 1.6	Improve habitat condition - Include single flowering and nectar rich bedding in the annual bedding display	MPO6	BAP GCS1.5	On-going
C44 1.7	Audit and monitor biodiversity – include West Smithfield in RSPB’s annual „Big garden bird watch” with volunteers	MPO6 & 7	BAP GCS1.5	Annual
C44 1.8	Audit and monitor biodiversity- Include West Smithfield in any bat surveys and on-going volunteer wildlife surveys of City Gardens	MPO6	BAP GCS1.5	On-going
C44 1.9	Audit and monitor biodiversity - Commission moth/butterfly/insect survey on site – subject to funding	MPO6	BAP GCS1.5	2013 / 2014
C44 1.10	TPO trees to be included in the CoL Tree Strategy – All trees surveyed every 5 years, mature trees every year	MPO 4	Tree Survey	On-going
C44 1.11	Achieve SLINC status for West Smithfield	MPO6	BAP GCS1.3 OSS 5 (P49)	2012 / 2013

Target C44 -2	Community education and interpretation			
Action No	Action	Management Plan Objective	Links to other docs	Date
C44 2.1	Include West Smithfield in City Gardens Wildlife Walks leaflet	MPO8	BAP GSC2.3	2011 (Achieved)
C44 2.2	Erect interpretation material about priority species and habitats within the garden	MPO8	BAP GSC2.2	1 article /poster per year
C44 2.3	1 community/education event to take place at West Smithfield each year	MPO7		Annual

Tree Data - Taken from ArboTrack (July 2011)

Vegetation ID	Type	Age	Condition	Trunk	Full Species	TPO Reference	Committee
NW-00227	Broadleaf	Mature	Fair	Single	sp. Prunus		CoL Standard
NW-00228	Broadleaf	Mature	Good	Single	fraxinifolia Pterocarya	required	CoL Standard
NW-00229	Broadleaf	Mature	Good	Single	hispanica Platanus	required	CoL Standard
NW-00230	Broadleaf	Semi Mature	Good	Single	sp. Malus		CoL Standard
NW-00231	Broadleaf	Mature	Good	Single	hispanica Platanus	required	CoL Standard
NW-00232	Broadleaf	Mature	Fair	Single	caricq Ficus		CoL Standard
NW-00233	Broadleaf	Mature	Good	Single	hispanica Platanus	required	CoL Standard
NW-00234	Broadleaf	Mature	Good	Single	Ficus		CoL Standard
NW-00235	Broadleaf	Established	Good	Single	sylvatica Fagus Dawyck		CoL Standard
NW-00236	Broadleaf	Mature	Good	Single	hispanica Platanus	required	CoL Standard
NW-00237	Broadleaf	Mature	Good	Single	hispanica Platanus	required	CoL Standard
NW-00238	Broadleaf	Established	Felled	Single	rubra Quercus		CoL Commemorative
NW-00239	Broadleaf	Mature	Good	Single	fraxinifolia Pterocarya	required	CoL Commemorative
NW-00240	Broadleaf	Mature	Good	Single	hispanica Platanus	required	CoL Standard
NW-00701	Broadleaf	Semi Mature	Fair	Twin	sp. Prunus		CoL Standard



Aerial photograph



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Appendix 1: List of Sites Maintained by the City Gardens Section (Does not include D or E sites)

Site Reference	List of sites maintained by the City of London
A	CHURCHYARDS - ACTIVE CHURCHES
A1	All Hallows by the Tower
A2	All Hallows London Wall
A3	St. Andrews Churchyard, Holborn
A4	St. Andrews Undershaft
A5	St. Andrews by the Wardrobe
A6	St. Anne/ St Agnes
A7	St. Bartholomew the Great
A8	St. Botolph Aldgate
A9	St. Botolph Bishopsgate Churchyard
A10	St. Brides, Fleet Street
A13	St. James Garlickhythe
A14	St. Magnus the Martyr
A17	St. Mary Aldermary
A18	St. Mary at Hill
A19	St. Michael Cornhill
A20	St. Michael Paternoster Royal
A21	St. Nicholas Cole Abbey
A22	St. Olave's Hart St
A23	St. Pauls Cathedral (Inc. Southside)
A24	St. Peters-upon-Cornhill
A25	St. Sepulchre, Holborn

B	CHURCHYARDS - DISUSED CHURCHYARDS
B1	Bunhill Fields
B2	Christchurch Greyfriars Churchyard, Newgate Street
B3	Christchurch Greyfriars Church Garden
B4	Fenn Court (St Gabriel Fen)
B5	St. Albans tower
B6	St. Anne Blackfriars - Ireland Yard
B7	St. Anne Blackfriars - Church Entry
B8	St. Benet fink
B9	St. Dunstan in the East
B13	St. Mary Staining
B14	St. Mary Aldermanbury
B15	St. Mary Somerset Tower
B16	St. Olave's Noble Street
B17	St. Peter's Westcheap
B19	St Dunstan's in the West
B20	Pancras Lane Churchyard

C	OPEN SPACES
C1	Aldermanbury/Gresham St. pond and garden
C2	Aldermanbury/Love Lane
C3	Aldermanbury Square
C4	Little Trinity Lane / St James Garlickhythe
C5	Barber Surgeons' Hall
C6	Coleman Street Garden
C7	Bastion House/Roman Wall
C8	Beaufort House
C9	Blackfriars Bridge, South Garden
C11	Blackfriars Underpass
C13	Brewers Hall
C14	Bridgewater Square
C15	Bucklersbury
C17	Cleary Garden
C18	Fenchurch Place
C19	Festival Gardens
C20	Finsbury Circus Gardens
C21	Fore St/London Wall (plough)
C22	Information Centre Garden (Carter Lane)
C23	Jubilee Gardens
C25	London Wall Shrub Bed
C28	Museum of London Engineers Store
C29	Noble Street Gardens (W.C Plasterers)
C31	Old Change Court
C33	Portsoken Street Garden
C34	Postman's Park
C35	Royal Bank of Canada House
C36	St. Alphages Garden London Wall
C37	St. Benet's Church Garden
C38	St. Mary Le Bow Church Garden
C39	St. Pauls Choir School Open space
C40	Peters Hill (north) 12 planters plus garden
C42	Seething Lane Garden
C43	Senator House
C44	Smithfield Rotunda Garden
C45	Angel Passage
C46	Warwick Square
C47	Whittington Garden

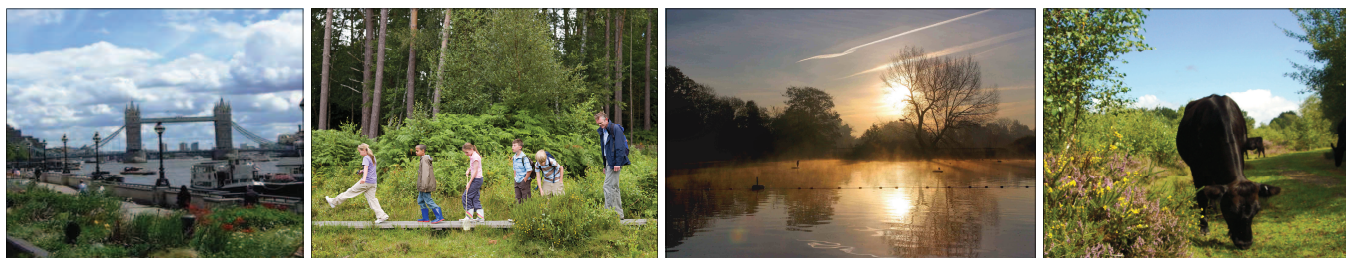
Appendix 2: List of Associated Documents Available

Below is a list of documents that are referred to throughout this document, if you would like to obtain a copy please contact the City Gardens Office.

	<u>Abbreviation</u>
• Open Spaces Business Plan (2010/13)	OSBP
• Biodiversity Action Plan 2010-2015	BAP
• Area Based Grants Bids 2010/11	ABG
• Health and Safety Audit Report 2009	HSAR 2009
• Open Spaces Strategy 2009	OSS
• Critical Audit 2007	
• City Gardens Survey 2009:- CAD drawing of each individual site and its associated assets	CGS 2009
• London in Bloom Portfolio's:- Annually produced	
• Open Spaces Annual Report	OSAR

Open Spaces Department

The City of London Corporation owns and manages a number of Open Spaces, Parks and Gardens in and around London as part of its commitment to sustaining a world class city. Each Open Space is a unique resource managed for the use and enjoyment of the public and for the conservation of wildlife and historic landscape.



In addition to the City Gardens Management Plan 2011-2016, a number of other publications are available, including many free leaflets. A full list of Sites and visitor information can be found on our website, as detailed below.

If you would like to receive this publication in your language, or in an alternative format such as large print, Braille or audio tape, please contact:

City Gardens Section
P.O. Box 270
Guildhall
London EC2P 2EJ

Phone: 020 7374 4127
Fax: 020 7710 8524
Email: parks.gardens@cityoflondon.gov.uk



A full list of sites and visitor information can be found on our website at:
www.cityoflondon.gov.uk/citygardens

Agenda Item 22

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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